

Brock

HEALTH, SAFETY, & ENVIRONMENTAL STRATEGIC PLAN

2021



SCAFFOLDING | INSULATION | COATINGS & LININGS | FIREPROOFING
FACILITIES MAINTENANCE | MANUFACTURED PRODUCTS | OPERATIONS SUPPORT



Our 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 2021 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 of the Brock Core Elements to the fullest extent.

We will fulfill this commitment of a Zero Harm Culture by promising to intervene and be someone's HERØ as we work together on this journey of excellence.

At Brock, *Bsafe* is everything we are and it is manifested in everything we do.



TABLE OF CONTENTS

- Pathway to Success & Vision, Mission, and Values.....3
- HSE Core Elements System.....5
- 2021 Monthly Initiatives.....17
- Pause + *MORE* Process.....21
- 2020 CEO Award Winners.....27
- *Bsafe* & *Bbest*.....33
- COVID-19: The Brock Group Response.....35
- 2020 HSE Recognition.....37
- 2019 Presidential Awards Finalists.....39
- Brock HERØs.....43



Brock’s operating entities provide both merit and union specialty craft services in the United States and Canada. Our performance-driven culture is led by having and developing the best people, the most efficient processes and the right tools for the job.

Brock provides customers with solutions for scaffolding & rope access, insulation, coatings & linings, lead & asbestos abatement, fireproofing, and facilities maintenance.



Pathway To Success

For over 75 years, Brock's focus on continuous improvement has established the company as a preferred service provider to many of the largest refining, power generation, chemical and industrial processing companies in North America. Our strong presence in the industry makes us a desirable company to partner with, but we are also forward-thinkers and game changers, which allows us the freedom to be innovative and push the envelope. We have the flexibility to identify, validate and implement new ways of working, which helps forge our competitive advantage.

Brock's push towards transformative and disruptive technologies is a core driver of ongoing efforts to design solutions and adopt technologies to improve our value proposition. By staying on the forefront of innovation, we are the drivers of change. These advancements have given us better insight into productivity and uncovered opportunities for efficiency and continuous improvement. Furthermore, by sharing this level of information with our customers we have been able to develop strong, deep-rooted partnerships.

Brock has built long-term relationships with customers based on trust and results. By maintaining transparency with our customers through open and honest communication and setting clear expectations ensures we are working towards the same goal, on a well-defined pathway to success.

COMPANY OVERVIEW

- Premier specialty soft craft services provider
- Office locations throughout North America
- Skilled workforce of more than 10,000 employees
- Largest inventory of industrial access equipment
- Founded in 1947 and headquartered in Houston, Texas

SAFETY HIGHLIGHTS

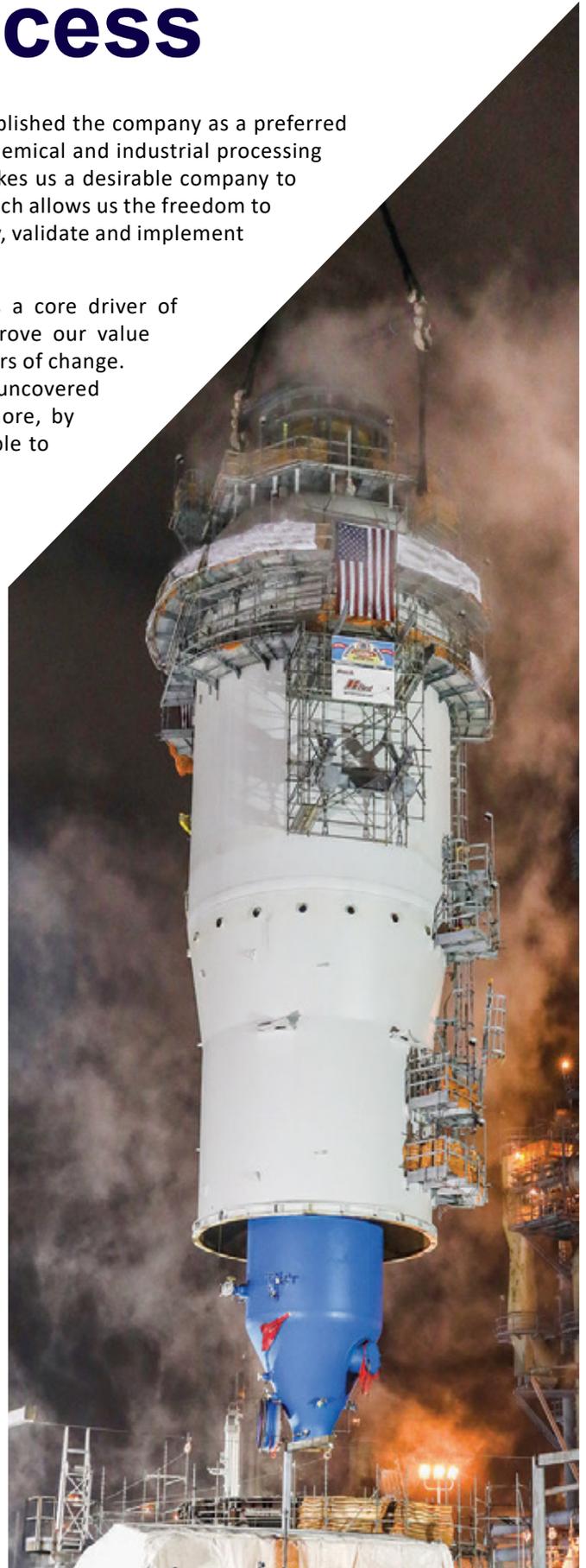
- Employee Empowering Culture
- Client Recognized Performance
- Industry Awarded Innovation
- Exceeding Standard Expectation
- Continuous Improvement Focus

CORE CAPABILITIES

- Scaffolding & Rope Access
- Insulation
- Blasting, Coatings & Linings
- Fireproofing
- Lead & Asbestos Abatement
- Facilities Maintenance
- Maintenance Management Systems

ANCILLARY SERVICES / PRODUCTS

- Scaffolding Material Rental
- Offsite Blasting & Painting
- Professional Manufactured Removable Blankets
- Metal Fabrication

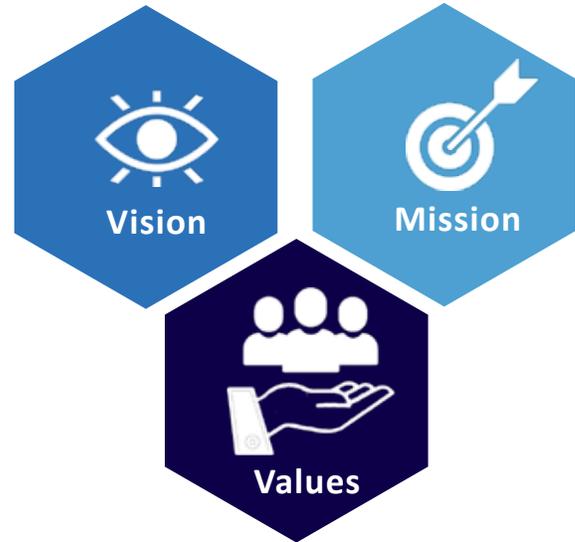


Vision, Mission & Values

Brock has built a reputation based on trust, responsibility, integrity, and a passion for what we do. We are committed to transparent relationships with our customers and we pride ourselves on being a driving force transforming our industry through innovative and disruptive technologies.

Each of our employees is an integral part of Brock's amazing and unique culture. Despite our substantial size, we maintain a universal corporate culture where our employees are dedicated to safe practices, quality workmanship, innovative technologies, and the highest moral and ethical standards.

Our demonstrated stability, industry standing and financial strength serves as a model for the soft craft services industry.



▶ 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

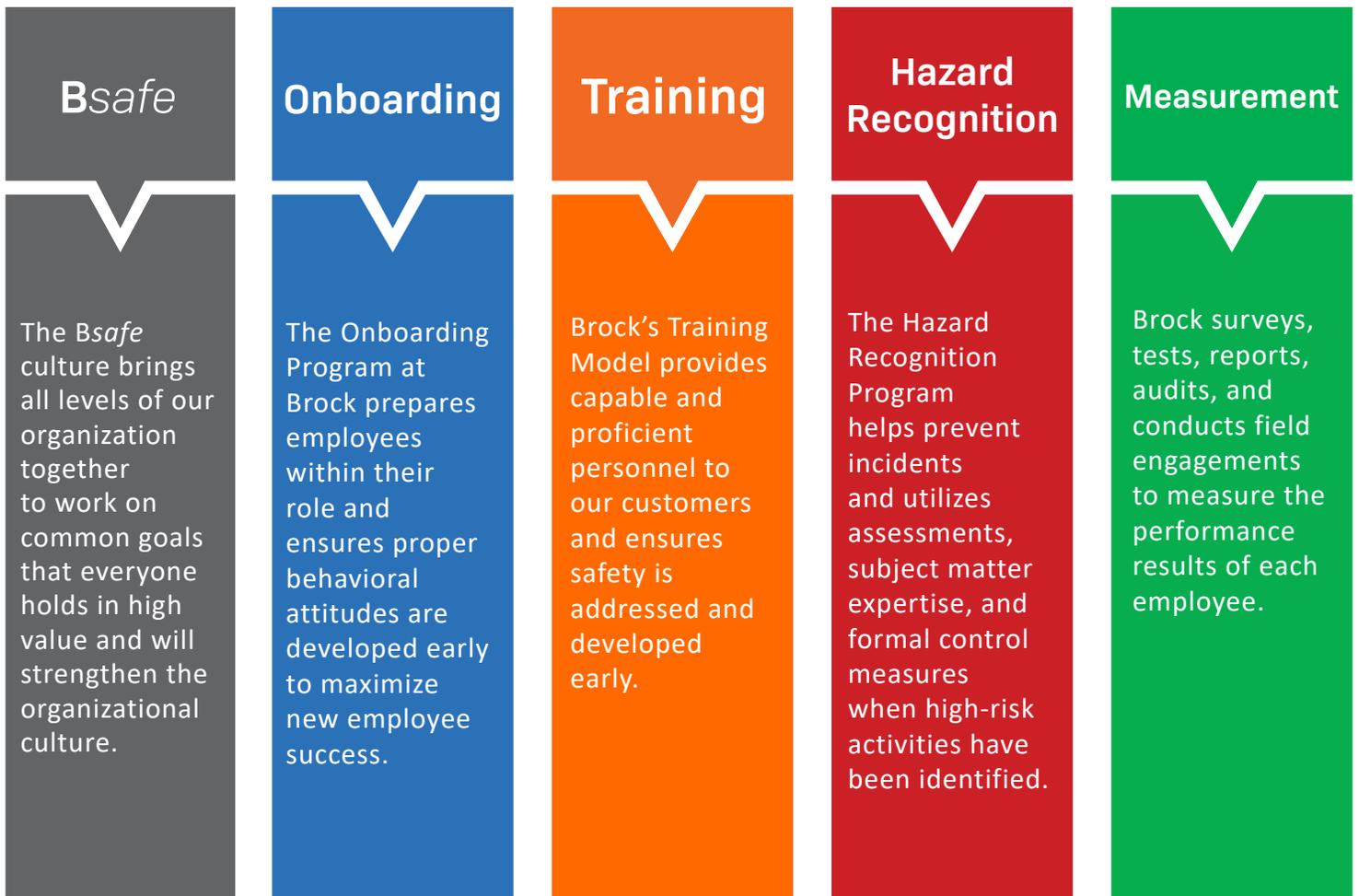
- *Bsafe* (Safety)
- *Bbest* (Continuously Improving)
- Integrity / Honesty
- People First
- Customer Focused
- Driving Results



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 specifications, 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: Take it to Heart and Take it Home

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 ZERØ is an attainable goal.

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 HERØ by “Helping Everyone Reach ZERØ” 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.



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, 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.



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 proactive assistance makes this program a successful benefit to our employees.





Bsafe HERØ

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* HERØ to be someone who transforms respect and caring into heroic actions. It takes more than random acts of kindness to make a *Bsafe* HERØ. It requires acts that are very distinct and direct; a *Bsafe* HERØ is a person who intervenes.

Brock believes that everyone has the power and ability to be a *Bsafe* HERØ. 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 ZERØ Harm, ZERØ Quality Defects, and ZERØ Rule Violations.



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.

Brock developed a structured program with a clear path to success through all levels of the corporation with recognition for individual employees, supervisors, and site levels, which includes Regional Presidential Recognition Awards and Corporate CEO Awards that are selected from the pool of Regional award winners. 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.

Engaged

When we, as employees, are engaged, we adopt the vision, values, and purpose of the company we work for. We become passionate contributors, and innovative problem solvers.

Employee engagement results in the right conditions for everyone to give their best each day, committed to our company's goal and values, motivated to contribute to the company's success, and knowing how it contributes to our own well-being. Being engaged creates an opportunity for you to make a difference by having a voice and creating a work environment that is positive, safe, and productive. Being engaged creates a better future for us all.



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
- New Hire Orientation
- 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.



Training ▶▶

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, The Society for Protective Coatings, 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 company-wide during a designated Breaking the Trend month. Modules have included Stop the Drop, Protect Your Hands, Overexertion, 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 and 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, 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.



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.

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.



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, however 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 best way to reduce the risk of being involved in a motor vehicle accident is to practice safe driving behaviors. Whether you're learning to drive or have been behind the wheel for decades, this four-week module introduces the driver to some basic rules that can establish behaviors to driving safely. By implementing this Driver and Vehicle Safety module in the workplace, we have greatly reduced the risks faced by our employees and their families.



Hazard Recognition ►►

The Brock Safety Hazard Recognition Program is an in-depth, comprehensive system to prevent incidents. It utilizes a brief mental and written task assessment, subject matter expertise, and formal supervisory control measures when critical and high-risk activities have been identified. 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 and 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.



PAUSE

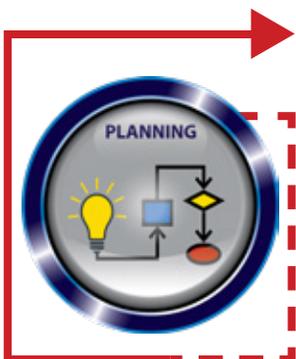
As a mental awareness check, Brock's PAUSE Process provides our employees with a tangible identifier that is worn visibly by all employees. This identifier is a constant reminder to "PAUSE" any time risks appear and to address any hazards present.

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)

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, which is a field-level risk assessment that is required to be completed by each employee before beginning work. 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 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.

Hazard Hunt

The threat of danger surrounds every person, every day, and being challenged to look beyond tasks to identify and eliminate hazards before the exposure is key to working safely.

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. Helping develop safe work habits that are consistently reinforced can help them become aware of their actions and work safely. Recognizing, mitigating and eliminating hazards is the foundation of safe work as part of our *Bsafe* culture, we have committed ourselves to the belief that all accidents can be prevented. We must do everything we can to eliminate or control all hazards, making the risk as low as possible.



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.



Measurement



Each process within the Brock Core Elements System is designed to measure the performance results of the individual employees and HSE Programs. Brock surveys, tests, reports, audits, and completes field engagements to measure the performance results of the individual. In addition, Brock utilizes the HERØ 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 HERØ Observation Program validates process effectiveness and better identifies leading indicators to HSE performance.



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.



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.



HERØ Observation Program

A team willing to help others prevent all harm is the HERØ challenge. Seeking to help others, intervening, and striving to achieve safety excellence are the Helping Everyone Reach ZERØ 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 HERØ Observation Program is designed to promote supervisor and employee involvement in recognizing mental focus, safe work behaviors, and the responsibility to intervene.

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, 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.

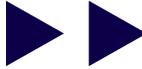
The use of this process has given us an added advantage of identifying current and future incidents that fall into the same classification and/or severity level. Our incident management software simultaneously captures leading indicators such as Hazard Analysis Plans, Daily Safety Observations, Quarterly Audits, Hazard Concern Reporting, and HERØ 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.



Safety. Our way of life.

2021 Monthly Initiatives

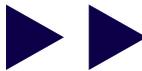


January: Bsafe Recommitment

Bsafe is not just a word or coined phrase. *Bsafe* is not generic; it is unique and is representative of all we do, who we are, and what we believe. Re-enforcing that sustaining a culture focusing on respect and caring is vital in achieving an injury and incident free work environment. Employees are joined by Operational and Executive leadership to begin the year with a recommitment to the *Bsafe* culture. This is a month-long emphasis where Leadership participates in the onsite recommitment to the *Bsafe* culture.

Discussion Topics:

- Onsite recommitment to the *Bsafe* culture
- Leadership participation at every site

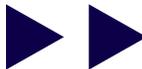


February: PAUSE + MORE

Too many times, we identify a hazard and our response is to write it down on a JSA or SHARP card, tell our co-workers about it, or flag the hazard. While these actions are the correct thing to do, it should only be the beginning. The purpose of PAUSE + MORE is for us to take all necessary actions after identifying a hazard to eliminate or reduce our risk exposure. We need to ask ourselves can we do MORE, and have we done anything that eliminates or reduces the possibility of loss, injury, or other adverse or unwelcome circumstance.

Discussion Topics:

- Identifying Hazards
- How to do MORE after Hazard Identification



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. Each employee has a conscious opportunity to take necessary precautions in preventing any present or potential hazards.

Discussion Topics:

- General Hand Safety: Gloves, Pinch Points, Cuts, Punctures
- Material Handling, Line of Fire, Guarding

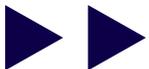


April: **Walking/Working Surfaces**

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 of falls happen on the same level resulting from slips and trips. To reduce injuries from same level falls, 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.

Discussion Topics:

- Slips, Trips, Housekeeping
- Stairs, Ladders
- Changes in Elevation



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. The objective is to prevent falls by improving employee identification and mitigation of fall exposures. During the month, Brock will complete daily discussions at all locations focused on fall hazards at the job site.

Discussion Topics:

- The Anatomy of a Fall, 100% Fall Protection
- Avoiding Swing Falls, Anchorage, Body Support, Connection, and Descent
- Horizontal and Vertical Lifeline Use and Requirements
- Falls from Ladders and Scaffolds; Avoiding Self-Set Traps



June: **Beat the Heat**

Thousands of employees become sick each year and many die from working in the heat. Labor-intensive activities in hot weather can raise body temperatures beyond the level that normally can be cooled by sweating. Knowing how to work safely in hot weather can help prevent heat stress injuries and heat stroke, which is the most serious heat-related disorder. Being informed and taking preventive action is the best defense against having to deal with hot weather conditions.

Discussion Topics:

- Hydration
- Becoming Acclimatized; Work / Rest Schedule
- Heat Emergencies



July: 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 with specific actions which prevent dropped objects. During the month, Brock will complete daily focus discussions at all locations on the most common dropped object hazards on the job site.

Discussion Topics:

- Falling Objects: Deflection and Impact Force
- Communication Techniques; Housekeeping
- Tools Hazards, Holes and Openings, Drop Zones
- Pre-Job Hazard Analysis, Glove Choice, Line of Fire



August: 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 focuses on protecting ourselves from falling objects, preventing objects from falling, identifying line of fire hazards, and how to mitigate them. During the month, Brock heightens employee awareness of line of fire injuries through audience participation and focused discussion on this area of safety performance.

Discussion Topics:

- Falling Objects and Deflection, Material Handling
- Objects with Roll, Slide, or Topple Potential
- Tools, Vehicles, Heavy Equipment, and Rail
- Pressurized Equipment and Hoses, Tension and Compression
- Obstructions, Congested Areas, Overhead Work
- Wrong Tool for the Job, Lifting and Suspended Loads



September: Overexertion

Overexertion emphasizes the potential for injury from overexertion while performing work related tasks. The program is a two-week discussion on the specific actions which prevent overexertion injuries. The objective is to prevent incidents by identifying how these injuries occur and the actions to preventing them. The Overexertion training material utilizes internal case studies, OSHA guidelines, and company best practices.

Discussion Topics:

- Lifting, Carrying, Bending, Pushing/Pulling, Twisting
- Ergonomics
- Fatigue



October: PAUSE + MORE Pulse Check

During the month of February, we introduced *PAUSE + MORE* focusing on our responsibility to take all necessary actions after identifying a hazard to eliminate or reduce our risk exposure. During this month, we are going to take an in-depth look at this program and its effectiveness from a field level. For us to continue improving and stay true to our commitment of “Better Every Day,” it is important that every site participates in this Pulse Check.

Discussion Topics:

- Supervisor’s discussion to all employees
- Supervisory discussions during field walks
- Toolbox Talks



November: Beat the Cold

Serious health problems, such as hypothermia and frostbite, can result from prolonged exposure to the cold. When you work in extreme temperatures, your body has to adapt. To maintain a constant inner body temperature, the body must continually keep or gain heat in cold environments. Being informed and taking preventive action is the best defense against having to deal with extreme cold-weather conditions.

Discussion Topics:

- Blizzards and Winter Storms
- Cold Injuries
- Winter, Slips, Trips, and Falls
- Winter Driving



December: 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. *Bsafe* inspires us to care and respect the people we work with, the rules that keep us safe, our family, and friends at home. It is what drives each of us to do our part helping make sure we each go home safe every day. The focus during December is taking safety to heart and taking it home.

Discussion Topics:

- Safety and your Tree
- Home for the Holidays
- Holiday Cooking Fires
- Home Heating Safety

PAUSE + MORE Process

In 2009, Brock introduced the PAUSE process to emphasize the importance of a last-minute hazard assessment. The process encourages each of us to pause and reflect on the task at hand before execution, giving us a conscious opportunity to take necessary precautions to prevent potential hazards.

In the spirit of our *Bsafe* and *Bbest* culture, we reviewed the PAUSE process and looked for opportunities for improvement. The goal was to find a way to do more.

“We have seen significant improvements in the field since introducing the PAUSE process, but it was time to take it to the next level,” explained Ron Lang, President US West/Gulf Coast, Brock Services. “Brock’s *Bbest* culture is about being better every day, which means we have to always look for ways to make improvements.”

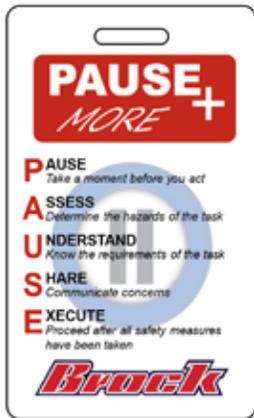
The process was enhanced by introducing PAUSE + *MORE*, which encourages each of us to not only recognize, understand and communicate a hazard, but to take more meaningful action to do something about it. By applying PAUSE + *MORE* and using the hierarchy of hazard controls, we can all do *MORE* to ensure we all go home safe and healthy.



Donnie Cameron, Brock Canada Site Supervisor at a Potash Mine in Saskatchewan received a HERØ Coin for his safety actions earlier this year. Donnie noticed there was an issue with a pipe support that could potentially cause an incident or serious harm. Not only did Donnie report the issue, but he also took ownership of the issue and secured the area to avoid any chance of injury to his co-workers.

According to Joe Brickner, President, Brock Canada, “Donnie exemplified Brock’s *Bsafe* culture of respect and caring for others and he took ownership of the issue. This is a perfect example of the PAUSE + *MORE* initiative.”

PAUSE + *MORE* was created to instill the process of pausing and taking a moment to look around and make sure that the area is safe. Not only that, but if something is found, that we do *MORE*, by taking the initiative to ensure the area is safe until the issue can be fixed.



THE VALUE OF MORE

To truly mitigate a hazard, we must use the hierarchy of hazard controls, starting with elimination and using all the other controls that are available. We must never rely on identifying and communicating a hazard or using PPE alone to control hazards.

- **Elimination** – Take steps to eliminate exposure to a hazard by physically removing it.
- **Substitution** – Take steps to eliminate or minimize exposure to a hazard by using a less hazardous material or method.
- **Engineering Controls** – Take steps to eliminate or minimize exposure to a hazard.
- **Administrative Controls** – Implement work procedures that eliminate or minimize the probability or amount of exposure.
- **Personal Protective Equipment (PPE)** - If other controls are not available, infeasible, or do not provide sufficient protection, select and use PPE appropriate for the hazard and level of exposure. PPE should always be considered for additional protection with other hazard control methods.

Bsafe, people are counting on you!

2021 Monthly Initiatives Calendar

JANUARY

Bsafe Recommitment



FEBRUARY

PAUSE + MORE



MARCH

Protect Your Hands



APRIL

Walking/Working Surfaces



MAY

Working at Heights



JUNE

Beat the Heat



JULY

Stop the Drop



AUGUST

Line of Fire



SEPTEMBER

Overexertion



OCTOBER

PAUSE+MORE Pulse Check



NOVEMBER

Beat the Cold



DECEMBER

Take it to Heart and Take it Home



Quarterly Inspection Identification Codes

- January - March
- April - June
- July - September
- October - December



To reduce injuries from same level falls, this program examines hazards and mitigation steps for falls due to slips, trips, housekeeping, changes in elevation, and other surfaces.

JULY						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
				4 INDEPENDENCE DAY	5	6
				7	8	9
				10	11	12
				13	14	15
				16	17	18
				19	20	21
				22	23	24
				25	26	27
				28	29	30
				31		

Stop the Drop

The objective of Stop the Drop is to improve employee identification and mitigation of dropped object hazards with specific actions which prevent dropped objects.



The objective of the Working at Heights program is to prevent falls by improving employee identification and mitigation of fall exposures.

AUGUST						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
	7	8	9	10	11	12
	13	14	15	16	17	18
	19	20	21	22	23	24
	25	26	27	28	29	30
	31					

Line of Fire

This program focuses on protecting ourselves from falling objects, preventing objects from falling, identifying line of fire hazards, and learning how to mitigate them.



Knowing how to work safely in hot weather can help prevent heat stress injuries and heat stroke, which are the most serious heat-related disorders.

SEPTEMBER						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
			5	6 LABOR DAY	7	8
			9	10	11	12
			13	14	15	16
			17	18	19	20
			21	22	23	24
			25	26	27	28
			29	30		

Overexertion

This program emphasizes the potential for injury from overexertion while performing work related tasks.

OCTOBER						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
				4	5	6
				7	8	9
				10	11	12
				13	14	15
				16	17	18
				19	20	21
				22	23	24
				25	26	27
				28	29	30
				31		

PAUSE + MORE Pulse Check

This program takes an in-depth look at PAUSE + MORE and its effectiveness from a field level.



NOVEMBER						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
	7	8	9	10	11 WITCHAMAS DAY	12
	13	14	15	16	17	18
	19	20	21	22	23	24
	25 THANKSGIVING	26	27			
	28	29	30			

Beat the Cold

Being informed and taking preventive action is the best defense against having to deal with extreme cold-weather conditions.



DECEMBER						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
			5	6	7	8
			9	10	11	12
			13	14	15	16
			17	18	19	20
			21	22	23	24
			25 CHRISTMAS			
			26	27	28	29
			30	31		

Take it to Heart and Take it Home

The Borle 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.



January - March

April - June

July - September

October - December

www.brockgroup.com

BROOK

2021

JANUARY

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1 MARTIN LUTHER KING JR. DAY	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18 MARTIN LUTHER KING JR. DAY	19	20	21	22	23
24	25	26	27	28	29	30
31						

Bsafe Recommitment

This is a month-long program where Employees and Leadership participate in the recommitment to the Bsafe culture.



FEBRUARY

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15 PRESENTS DAY	16	17	18	19	20
21	22	23	24	25	26	27
28						

PAUSE + MORE

The purpose of PAUSE + MORE is for us to take all necessary actions after identifying a hazard to eliminate or reduce our risk exposure.



MARCH

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Protect Your Hands

The Protect Your Hands program will emphasize and heighten awareness of the potential for injury and what can be done to mitigate those hazards.



APRIL

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3 GOOD FRIDAY	
4 EASTER	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Walking/Working Surfaces

Walking/Working Surfaces



MAY

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31 RETIREMENT DAY					

Working at Heights

Working at Heights



JUNE

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Beat the Heat

Beat the Heat





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 costs at each job site is a key component of Brock's *Bbest* culture, driving our pursuit of continuous improvement across the company.

www.brockgroup.com

Innovating Safety. Enhancing Productivity.

Brock has a long history of bringing innovation to our industry and today the company continues this tradition through the design and implementation of safety systems, processes, and products created to increase the safety of our employees, our customers' employees, and other contractors on each job site.

Our focus on safety excellence begins with a common culture of respect and caring and the relentless pursuit of a zero-harm work environment. We are committed to achieving world-class safety performance and leading the specialty soft-craft industry with our results. It is because of this commitment that Brock has dedicated significant effort towards designing new and innovative safety practices and products.

Safety KPIs and Dashboards

A key component of Brock's management system is the Scaffold Management Solution (SMS), which is a comprehensive, interactive dashboard, used to provide visibility of key performance indicators (KPIs) relevant to each site. Depending on the services provided, some typical data collected and shown on the dashboard would include a scaffold aging report, the number of scaffolds by area, and scaffold geo-mapping.

Additionally, our HSE team maintains a database of safety statistics for each site.



“Year after year Brock consistently performs work safely for us in the Dow Houston Hub. They partner with us on safety initiatives and participate on our EHS teams. This is why Brock was selected for the second time since implementation in 2017, for the Dow Diamond award - the best of the best in class.”

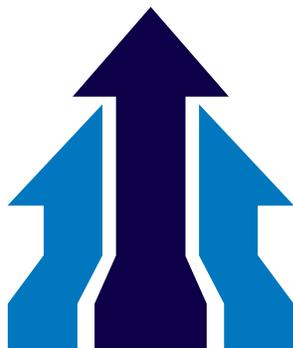
Karen Vick
EH&S Delivery Leader
Dow Houston Hub

By capturing and sharing this information, field leadership can make decisions locally in real time to assure a safe, healthy, and environmentally sensitive work place, as well as minimize cost and improve schedule efficiency. Corporate, regional, and site business leaders can view KPIs via SMS to ensure work at each site is proceeding in alignment with stated targets. The immediate access to data provided through the SMS dashboards both supports and encourages improvements in planning, scheduling, and safety, as data visibility drives collaboration and team activity.

Customers are provided access to the SMS dashboards for their sites through secured, individual accounts, and those with responsibility for multiple sites can view comparative data across locations. Giving customers access to such valuable information promotes transparency, fostering greater trust between Brock's local teams and the customers' site personnel.

Focusing On The Future

We are certainly proud of our current safety record and successes, however, looking back is not what we are about when it comes to safety. Being in the now and looking towards the days ahead is where our concentration will remain. Together, each of us will strive for no injuries, no near misses, no negative impacts on the environment while being smarter and more efficient about how we get that accomplished.



2020 Large Site of the Year

Phillips 66 Bayway Linden, NJ

The Brock Industrial Services (BIS) crew at the Phillips 66 Bayway Refinery have always taken great pride in their commitment to the *Bsafe* culture, which has always promoted safety as not just a professional duty, but a personal one as well. Not only is the safety culture at this site personal, it is a point of pride that drives every individual to not only do what it takes to go home the same way they came into work, but also ensure that everyone working around them does as well.

“The leadership at Phillips 66 Bayway is a driving force for the team’s success,” explains Jim Dreyer, President, Brock Industrial Services. “They are passionate, committed, determined, and willing leaders who have built a team in which each person works from their strengths. They lead with a can-do winning spirit to drive continual improvement and sustain success, while always striving to maintain the safest work site possible.”

The strength of this leadership team is truly derived from their ability to find that perfect balance between productivity and safety. Implementing our safety programs has encouraged many of the employees to become further involved in maintaining safety on the job site, which includes participation in many of Phillips 66 Bayway Safety Alliance Programs, such as the Housekeeping Committee, of which Brock Industrial’s Site Safety Manager is the Chairperson, along with volunteers in the Industrial Hygiene Committee, the Near Miss/Good Catch Committee, and the weekly Contractor-to-Contractor audit.

The safety culture of BIS has not only been acknowledged by our company, but by Phillips 66, the Bayway Safety Alliance, and other site contractors. Each month nominations are made by all site contractors for individuals who have made exceptional Near Miss/Good Catches. To ensure votes are not biased, the nominations are anonymous, and the name of the individual and company are omitted. Through this process BIS has been recognized with a record 41 individual Safety Hero of The Month awards and 18 Near Miss/Good Catch of the Month awards. This is more than any other contractor on site.

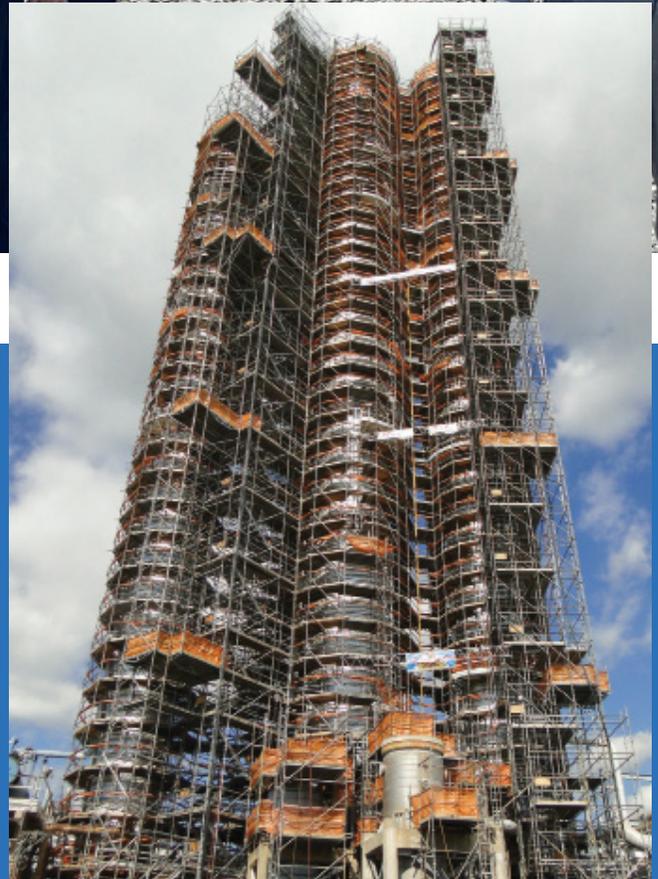


Site Safety Award Winners

We are extremely proud of the individuals who have gone above and beyond to protect the safety of our team and others. The men pictured here have received a record number of Safety Hero of the Month awards presented by Phillips 66. Notably, Nathan Ethier and Daniel Gileta are both double winners; meaning they were awarded a Safety Hero and Good Catch/Near Miss award simultaneously. Daniel Gileta is our first triple award recipient with a Safety Hero award and two Good Catch/Near Miss awards at the same time; he did it a second time two months later. He has also been invited to join Phillips 66’s Bayway Safety Alliance Contractor-To-Contractor audits.

Brock INDUSTRIAL SERVICES

1-800-433-0438



Quick Facts

- Second consecutive year to win the BIS Presidential Award
- Heavy participation in the Phillips 66 Bayway Safety Alliance Program
- Employees complete a high number of Safety Audits and Good Catch/Near Miss Cards (over 5,000 in 2019)
- BIS employees were selected 41 times by Phillips 66 as Safety Heroes of the Month
- 18 Near Miss/Good Catch of the Month awards
- Site was selected as the New Jersey Governor's Safety Award winner for the sixth consecutive year
- Site has received five AFPM Contractor Safety Achievement Awards

2020 Medium Site of the Year

Rubicon Geismar, LA

For the past 15 years, Brock has worked at the Rubicon polyurethane chemicals facility in Geismar, LA. Rubicon is a joint venture between Huntsman and Lanxess. In this time, Brock has completed several projects and developed a strong relationship with Rubicon operations and site management. In addition, our team has received notable recognition from the company's safety leaders for our superior site safety practices.

One of Brock's employees, Glen Taylor, Site Safety Supervisor, was recognized by the customer for exhibiting an exceptional level of safety. Glen was awarded the Huntsman Corporate Safety Excellence Award, which is the first time this accolade has been given to a person outside of the Huntsman Corporation.

"This speaks volumes about the caliber of Brock employees and their buy-in to our safety culture," explains Robert Hudson, Behavioral Based Safety Facilitator, Huntsman Polyurethanes. "As a Safety Professional, working with people like Glen make my job so very easy."

The Brock crew at this site also won the VPP Star Among Stars award and is the only contractor with VPP certification on this site. During the closing of the VPP approval audit, the audit team concluded there were zero findings or recommendations.

Brock has been called the model contractor at Rubicon by safety personnel, and Brock is often chosen for safety audits when Rubicon hosts visitors.

The site's management team and safety department are committed to creating leaders and fostering strong safety practices. Any problems, trends, or recognitions are addressed at safety meetings to ensure everyone is aware of issues, as well as the corrective actions. This gives the crews confidence that their supervisors are watching out for them, which exemplifies Brock's culture of respect and caring.

Quick Facts

- Achieved VPP Recertification
- Received VPP Star of Excellence Award
- Site has received seven AFPM Contractor Safety Achievement Awards.
- Site Safety Manager awarded the Huntsman Safety Excellence Award (first ever non-Hunstman employee to receive this distinction).
- Positive feedback from the customer, including bringing visitors from other companies to observe Brock's stellar commitment to safety.



2020 Small Site of the Year

Nutrien Nitrogen Operations Fort Saskatchewan, AB



The CEO Small Site of the Year recognition was awarded to Brock Canada's Nutrien Nitrogen Operations in Fort Saskatchewan, Alberta. Brock has held a Maintenance contract with Nutrien here since 2016 and has completed two successful turnaround projects.

Nutrient Fort Saskatchewan continues to be an excellent representation of what it means to have a strong *Bsafe* culture. The site has always performed well above expectations from a safety perspective and that is a direct result of the commitment from the well-established and experienced crew and the site leadership team.

The team is led by Site Supervisor, Chris Gessner, who was also recognized as Site Supervisor of the Year for Brock Canada in 2018. As a leader, Chris possesses a deep passion for finding the perfect mix between safety and productivity. He is a hard worker and his action inspires his team to also do their best.

This tight-knit team, all of which have been on this site together since Brock was awarded the contract, is professional, reliable, and respectful of the company and the company's values, as well as each other. At the end of the day, they act like a family, which is largely why their safety record has been impeccable.

"Our Fort Saskatchewan team has always been passionate about safety and has driven results through sharing our vision of a Zero-Harm work site," said Pieter Smits, Project Manager, Brock Canada Field Services Ltd. "We have built a team who embraces our culture of respect and caring and one that truly believes in our goal of operational excellence."

The site constantly goes above and beyond when it comes to implementing best practices and identifying new ways of improving safety. They are always open to opportunities for improvement and make every effort to utilize the HSE program to its full potential.

Quick Facts

- Zero incidents to date
- Housekeeping at the site is impeccable.
- Positive feedback from customer on Brock's safety culture, site leadership, and attention to detail.

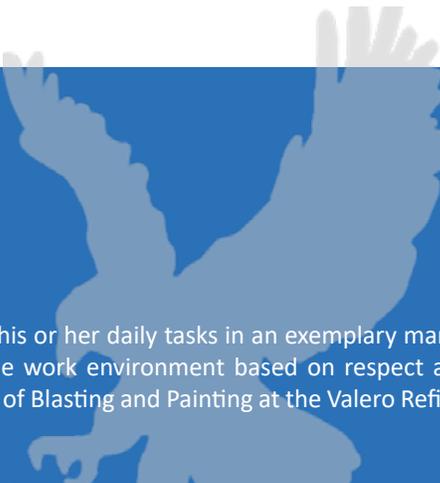
2020 Supervisor of the Year Mr. Wilbert Padilla

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 Wilbert Padilla, Supervisor of Blasting and Painting at the Valero Refinery in Three Rivers, Texas.

Wilbert began his career right out of high school as an offshore Painter's Helper at the Painting Services Company, which was the founding company of The Brock Group. Over the past 23 years, he has served in many roles working his way up the ladder to his current position. Wilbert is considered a blasting and painting Subject Matter Expert (SME) for Brock and he holds several professional certifications related to this craft.

On the job, he is a stern leader with high expectations for those under his supervision in regards to safety and work ethic. He is also a caring mentor who enjoys teaching others what he has learned over the years.

Wilbert has worked at Valero Three Rivers for nearly 15 years. In this time, he has gained the respect of his crew, as well as the Valero



“Wilbert is a praiseworthy leader with an altruistic attitude.”

personnel. Often times they contact him for technical advice because they know he is an expert in his field.

Valero has also asked Wilbert to lead several community service projects in the area. Most notably were three community park beautification projects. Wilbert was able to pull together nearly 60 co-workers to volunteer their time for these projects. He also used his contacts with various national vendors to get needed supplies and materials donated for the projects. Under Wilbert's leadership and guidance these parks are now cleaner, safer, and more pleasant for the community to visit.

Thank you, Wilbert, for your exceptional advocacy for safety and congratulations on being named Supervisor of the Year.



Quick Facts

- Coatings Supervisor with nearly 25 years with Brock
- Short Service Worker Mentor
- Subject Matter Expert in blasting and painting
- Staffed and led 3 volunteer beautification projects with Brock employees inspired by his giving spirit
- Provided the volunteers with the tools to work safely
- Taught 60 other volunteers safe work habits needed to complete the project without incident



Pictured from L to R: Dustin Michaux, Supervisor; Severiano Rocillo, Insulation General Foreman; Eddie Vega, General Foreman; Justin Michaux, Project Manager; and Omar Chavira, Safety Manager.

2020 Craftsperson of the Year Mr. Eddie Vega

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 is Eddie Vega, General Foreman for Insulation at HollyFrontier, Cheyenne, WY.

Eddie has been in this industry for roughly 40 years; six years with Brock. He has completed projects throughout the country, safely perfecting his craft in every environment imaginable. He received his nickname, “The Blur,” because once he sets his mind to something, he’s off like a blur!

He has been promoted twice at this jobsite; once from Metal Mechanic to Foreman and then to General Foreman. Surprisingly, he turned down a Supervisor role knowing he would be retiring soon, and he wanted a younger person to have the opportunity to grow their career. Instead Eddie focused on mentoring others. He is known as a patient leader who is passionate about sharing his knowledge with others.

Safety has always been a focus for Eddie. He has been recognized several times for his dedication to safety. He was selected as the site’s Employee of the Month and received HollyFrontier’s HazAware Program award, which recognizes safety awareness.

Eddie also created the “Watch Dog Report” safety program that has been implemented at this jobsite. The Watch Dog Report is a “no name, no blame” discussion about safety issues. Each week a new person is nominated to be the watchdog and they report safety findings to the team at the end of the week.

Eddie has brought tremendous value to Brock through his leadership, passion and professionalism. Thank you, Eddie, and congratulations on being named Craftsperson of the Year.

“Eddie teaches others the right way to do the job. The safe way!”



Quick Facts

- Insulator with over six years with Brock and over 40 years of craft experience
- Short Service Worker Mentor
- Worked over 2200 safe work hours in 2019
- Created a Brock Softball Tournament
- Creator and Founder of the of the site’s weekly “Watch Dog” Safety Program
- Created a Watch Dog sticker for program participants
- Recipient of the HollyFrontier HazAware Program award

Bsafe: Take It To Heart

Our pledge to establishing a *Bsafe* 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 stay 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. *Bsafe* begins with personal responsibility for our own safekeeping and extends to include our fellow employees, our customers, our families, and our communities.

Research by OSHA points out that companies with excellent safety standards 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.

Brock's *Bsafe* culture is built upon these elements:



Vision

- Zero harm worksite
- 100% safe work



Beliefs

- Safety excellence
- Respect and caring



Values

- Making safety personal
- HERØ intervention



Behaviors

- Pre-task risk assessment
- Last minute risk assessment
- Short service worker program



Safety: It's Our Way of Life

Brock lives by safety.

Brock employees work in the safest manner possible and our programs are consistent with best-in class safety practices.

At Brock, we have a standard of caring and respect which defines who we are and how we operate to achieve excellence in every aspect of our business. As an extension to this, we created our *Bsafe* culture, which begins with personal responsibility for our own safekeeping and extends to include our fellow employees, our customers, our families, and our communities.

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.



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 *Bsafe* culture.

Pursuit of Excellence

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

Benefits to Customers

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 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. 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.

COVID-19: The Brock Group Response

In 2020, the spread of Coronavirus around the globe induced unprecedented impacts to our health, our daily lives, our industry, and the world around us. Across our organization, Brock remained committed to safety as our first priority, as it is the cornerstone of our culture and our core values. It is also a shared value with our customers, vendors, and partners.

As an essential employer, The Brock Group was in a unique position to leverage our workforce to provide a diverse range of services to the companies that kept our world functioning during the pandemic. Thousands of our colleagues continued to work throughout the crisis, on jobsites and from home, helping our customers safely mitigate the hazards associated with the pandemic while maintaining productivity.

The situation created tremendous anxiety and unanswerable questions. Based on the guidance from public health experts and the Center for Disease Control, Brock leadership took immediate action to ensure our employees were safe, while we continued to serve our customers to the best of our ability. We implemented our already robust Business Continuity Plan and added enhanced safety measures with specific steps to remediate the pandemic. Our COVID-19 Taskforce Committee continuously evaluated the situation, monitoring any impacts to the communities we serve, while partnering with our customers to mitigate via alternative plans, when necessary. We updated our employees regularly on the situation and on necessary precautions and courses of action.

Throughout the pandemic, Brock remained committed to providing the superior service that our customers have come to expect. Though the situation remained very dynamic, as information continued to change day-to-day, we were prepared to alter our strategies, if needed. Ultimately, our commitment was, and always is, to ensure the safety of our employees and the quality of the service that we provide to our customers.

Brock employees found a way to assemble face masks alongside their thermal blanket production at our manufacturing facility in Sulphur, LA.

Brock began making face masks at one of its thermal blanket manufacturing facilities to donate to those in need. Medical facilities asked local communities to make protective gear for staff and patients due to the increased demand. Brock employees found a way to assemble face masks alongside their thermal blanket production at the Sulphur, Louisiana, manufacturing facility.

“Ensuring those on the front lines of the pandemic remain healthy is essential to our ability to help flatten the curve,” said Lee Gros, President, US North, Brock Services. “We have a skilled group of fabricators who wanted to use their talents to help others and we are extremely proud of them and truly inspired by their actions.”

Once the supplies arrived, the masks were added into production and within a week, Brock had enough to make a donation to the Mary Bird Perkins Cancer Center in Baton Rouge. Brock has produced and donated hundreds of masks to local hospitals and medical facilities during the pandemic.



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. Protecting the health and safety of our employees was the main focus of our response to the COVID-19 pandemic.



Enhanced safety measures were implemented at jobsites and offices to protect our employees and others.



Practice six feet social distancing



Facial coverings required in any common area



Occupancy limitations for all common areas



Easy access to alcohol-based hand sanitizer



Health screening at facilities entrances



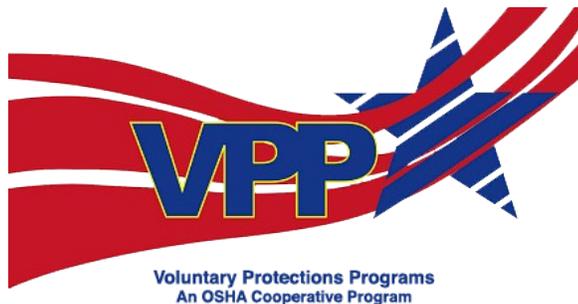
Frequent disinfecting of all common areas

2020 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
- Region VI “Mike Maddox” Recognition Award
 - Alex Martinez - Brock Services, LLC
 - Silvester Saucedo - Brock Services, LLC

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 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
- Dow Chemical Louisiana Operations
- ExxonMobil Baton Rouge Polyolefins
- ExxonMobil Baton Rouge Refinery
- ExxonMobil Baytown Olefins Plant
- ExxonMobil Beaumont Polyethylene Plant
- ExxonMobil Beaumont Refinery
- HollyFrontier Cheyenne Refinery
- HollyFrontier Tulsa Refinery
- INEOS Battleground Manufacturing Complex
- Koch Industries Houston Chemical
- LyondellBasell Bayport Choate Plant
- LyondellBasell Clinton Complex
- LyondellBasell Corpus Christi Complex
- LyondellBasell La Porte Complex



AFPM

- LyondellBasell Lake Charles Polymers Plant
- LyondellBasell Matagorda Complex
- PBF Energy Chalmette Refinery
- Phillips 66 Borger Refinery
- Phillips 66 Lake Charles Complex
- Phillips 66 Sweeny Complex
- Valero Ardmore Refinery
- Valero Corpus Christi Refinery



- Valero Port Arthur Refinery
- Valero St. Charles Refinery

Association of Builders and Contractors

- ABC STEP Diamond Award
 - Southwest Texas Chapter
 - Texas Coastal Bend Chapter
 - Texas Gulf Coast Chapter
 - Texas Mid Coast Chapter

Greater Baton Rouge Industry Alliance

- Safety Recognition Award

Chevron Refining

- Chevron's Contractor Gold Award
 - Chevron Salt Lake City
- Chevron Salt Lake City's Good Catch Award
 - Oscar Brid
 - Julio Pena
 - Rosendo Vigil
 - Igor Sanchez
 - Dustin Martinez
 - Josh Caron
 - Chris Schiffman
 - Todd Thompson
 - Geno Pena
 - Sara Perez

Chevron Pascagoula

- Exceptional Performance Award for 2019

Houston Business Roundtable

- Finalist - Specialty Contractor Soft Crafts Large

Contractor Safety Council of the Coastal Bend

- Safety Excellence Award
 - BASF Bishop
 - CITGO Corpus Christi
 - LyondellBasell Corpus Christi
 - Valero Corpus Christi
 - Valero Three Rivers
 - Voestalpine Texas

Dow Houston

- Best in Class Award - General Large
- DOW Diamond Award

CITGO Corpus Christi

- Safety Summit Presenter

Phillips 66

- 2019 Contractor Safety Award

Phillips 66 Bayway Refinery

- Multiple Good Catch/Near Miss of the Month Awards
 - Daniel Gileta - Brock Industrial Services



Downstream Innovation Award

- The Brock Group

MEG Energy

- Golden Toolbox Award
 - Brock Canada

Utah Safety Council

- Award of Merit - Chevron Salt Lake City
- Perfect Record Award - Chevron Salt Lake City

Safety Council of Southwest Louisiana

- Top Honors for Best in Class
- Contractors Safety Performance Award for Specialty Contractor over 500,000 hrs

Presidential Awards Site of the Year



CITGO Corpus Christi
Corpus Christi, TX



ExxonMobil BRPO
Baton Rouge, LA



Dow Deer Park
Deer Park, TX

Site of the Year - Large

- BSL East - Chevron Pascagoula
- BSL West - CITGO Corpus Christi
- Canada - Kearl Lake IOL
- BIS - Phillips 66 Bayway*

**CEO Award Winner*

Site of the Year - Medium

- BSL East - Rubicon Geismar*
- BSL West - Dow Deer Park
- Canada - Co-Op Refinery
- BIS - Procter & Gamble Lima

**CEO Award Winner*

Site of the Year - Small

- BSL East - ExxonMobil BRPO
- BSL West - LyondellBasell MTO
- Canada - Nutrien Fort Saskatchewan*
- BIS - Aux Sable Liquid Products

**CEO Award Winner*



Aux Sable Liquid Products
Morris, IL



Co-Op Refinery
Regina, SK, Canada



Chevron Pascagoula
Pascagoula, MS



Kearl Lake IOL
Kearl Lake, AB, Canada



LyondellBasell MTO
Bay City, TX



Procter & Gamble
Lima, OH



Presidential Awards Supervisor of the Year



Pete Bruns
Craft: Scaffolding
Brock Industrial Services
Stepan Company, Joliet, IL



Jaime Parks
Craft: Scaffolding
Brock Canada
Co-Op Refinery Complex, Regina, SK



Randy Denson
Craft: Scaffolding/Insulation
Brock Services US East
NOVA Chemicals, Geismar, LA

Presidential Awards Craftsperson of the Year

Diana Reyes
Craft: Multi-Craft
Brock Services US East
NOVA Chemicals, Geismar, LA



Nathan Wentzell
Craft: Scaffolding
Brock Canada
Co-Op Refinery, Regina, SK



John Kane
Craft: Insulation
Brock Industrial Services
P66 Bayway Refinery, Linden, NJ



WHOSE

HERO

WILL YOU BE?



Helping everyone reach **ZERO**

HEROs in the Community



Annual 5K Houston Rodeo Run

A group of Brock employees participated as Team Brock at the Annual 5K Houston Rodeo Run. The rodeo run takes place every year at the start of the Houston Rodeo. The money raised at the Rodeo Run is put towards the Houston Rodeo, which in turn, raises a large amount of money for educational scholarships and grants for the students of Houston.

Thank you to all our employees who donated and participated in this event!



ABC/CMEF Girls Construction Camp

Brock was a proud supporter of the ABC/CMEF Girls Construction Camp in La Porte, TX. The all-day event was aimed at showing girls that they can have successful careers in the construction industry. Brock employees, Minerva Fuentes, Safety Technician from Valero Houston, and Vanessa Lusk, Carpenter from Valero Texas City, did an amazing job assembling a scaffold and teaching the girls about other soft craft services.

Pictured from L to R: Minerva Fuentes and Vanessa Lusk.



Dow Adopt-A-Road Clean-Up Day

Several Brock employees participated in the Adopt-A-Road clean-up day at the Dow facility in Freeport, TX. This Adopt-A-Road initiative is led by the Dow TOCAS Steering team, which Brock is an extremely active member. This initiative is a drive to keep the Dow roadways clean and each contractor company has adopted a specific area within Dow property. Brock adopted the roadway from Hwy 332 Feeder Rd to Gate 40.

Thank You to all of our employees that participated!



Employee Spotlight: Volunteer Firefighters

Three Brock employees working at the Dow Deer Park facility are Volunteer Firefighters in Pasadena, TX. Moises Chavez, Site Manager, has been a volunteer for two years; Jose Maldonado, Insulation Foreman, has been a volunteer for three years; and Brent Russell, Helper, has been a volunteer for nearly a year. These employees also participate in the annual holiday toy drive, which benefits hundreds of children in the local area.

Pictured from L to R: Brent Russell, Jose Maldonado and Moises Chavez.



YMCA Annual Charity Banquet

Several Brock employees attended the 11th Annual YMCA John R. Blossman Humanitarian Charity Banquet honoring Becky Montgomery Jenner. Chris Scruggs, Brock Operations Manager, reflected on the evening by saying, "What a great inspiration to acknowledge the engagement and development towards our community's children and seniors."

Pictured from L to R: Kristy Chapman (and spouse); Scott Scruggs (and spouse); Chris Scruggs (and spouse); Chasidy Hembree (and spouse); and Donnie Olivier.



Hurricane Laura Relief Efforts: Brock Helps Brock

In August 2020, Hurricane Laura brought damage and destruction to coastal Louisiana. More than 1,500 Brock employees were affected and Brock's Sulphur office sustained moderate damage. Brock employees banded together collecting donations and supplies to provide emergency support to our Brock family members in impacted areas. Donations included food, cleaning supplies, generators, and other emergency supplies. A special thank you to Amy Beck, Donnie Olivier, Judy Swain, Estela Vasquez, Amanda Sefcik and Brian Burrows for their coordination efforts.



SCAFFOLDING | INSULATION | COATINGS & LININGS | FACILITIES MAINTENANCE
FIREPROOFING | MANUFACTURED PRODUCTS | OPERATIONS SUPPORT