

2022 CSEA TOP 10 SAFEST CONTRACTORS IN AMERICA



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AGC
THE CONSTRUCTION
ASSOCIATION

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INTRODUCTION

On March 30, 2022 almost 800 contractors attended the AGC-Willis Towers Watson (WTW) Construction Safety Excellence Awards (CSEA) breakfast that was held at the AGC National Convention in Grapevine, Texas.

Bill Creedon, Global Head of Construction for WTW (Willis Towers Watson), introduced the awards and noted, “WTW continues our 30+ years of support and sponsorship of the CSEA and to help facilitate the industry’s commitment to safety.

This year, as we all listened to the presentations, it was clear the industry recognizes the myriad of impacts our industry could see in the near term and they are taking actions to work through the hurdles while keeping safety and health of their team at the forefront of every decision. Sponsoring and hosting the annual CSEA with the AGC is one of the most impactful partnerships we could ever support.”

The AGC-WTW CSEA program is the industry’s elite safety excellence awards program for companies of all sizes and occupational divisions. It is unique because finalist contractors make a 5-minute verbal presentation to five judges and the judges ask each finalist a series of unknown questions for 10 minutes. The CSEA program recognizes companies that have developed and delivered premier safety and risk control strategies.

- Introduction Continued -



CSEA Initial Judging

The CSEA showcases companies that have achieved continuous improvements and maintenance of their safety and health management systems. In 2022, there were 47 total finalists among 6 divisions and 16 categories.

AGC and WTW presented the Grand Award for Construction Safety Excellence to Choate Construction. The first-place winner of each category was included in the evaluation that determined the “Best of the Best” of the 2022 Construction Safety Excellence Awards finalists.

On January 10 and 11, 2022 preliminary judging for the CSEA final competition took place in Glendale AZ.

A total of 35 preliminary judges consisting of safety professionals from the construction industry, AGC Chapters, WTW construction risk professionals, and construction insurance carriers evaluated and scored the initial 70 CSEA applications from across the country.



CSEA Finals Judges:

- Anthony J. Militello, PE, CSP** - EHS Director, Boeing
- Kevin Cannon, CSP** - Senior Director of Safety and Health Services, AGC of America
- Jim Smoltz** - Global Construction EHS Manager, Google
- David Wessin** - Safety & Risk Advisors, Vice President Safety & Risk
- Mike Fredebeil, CSP** - SVP Leader, North America Construction Safety and Risk Control

70

Applications

47

Finalists



87% use employee safety culture/perception surveys

57% of surveys were in-house. 43% were administered by a third party



6 hours

of new employee safety orientation



99% of CSEA applicants complete an annual formal safety program evaluation



84%

of CSEA applicants have craft workers that completed OSHA 30-hour for Construction



76% are completed in-house

24% by an outside 3rd party

44%

of CSEA applicants have a CSP (Certified Safety Professional) on staff



CSEA applicants had an average:

Total Recordable Rate – **0.73**

Lost Time Rate – **0.51**

DART Rate – **0.95**

EMR – **0.69**



CSEA applicants had a site-specific safety orientation for craft workers of:

79% 2 hours or more

21% 1 hour or less



47%

of CSEA applicants complete monthly safety performance trending reports. **18%** – complete quarterly



80% of CSEA applicants conduct random drug tests and

83% include subcontractors in the testing



44%

of CSEA applicants perform fitness for duty and agility testing

99%

of CSEA applicants have supervisors that completed OSHA 30-hour for Construction



93%

of CSEA applicants attend national construction association meetings such as AGC



2022 AGC-WTW CSEA TOP 10 SAFEST CONTRACTORS IN AMERICA



AT A GLANCE

Expertise

- Preconstruction Services
- Construction Services
- Sustainability Virtual
- Design & Construction

People

- Established 1989
- 100% Employee Owned



Finally, we never lose sight that it's about people. OneLife is about your Life, your Legacy, and the Protection of both. Our OneLife culture and identity at its essence is centered around making sure every single person who arrives on a Choate jobsite goes home to their family and loved ones safely each and every day.

Message from Choate Construction Leadership



ABOUT OUR COMPANY

Choate Construction Company was founded in 1989, in a basement, as our nation's economy headed into recession. Construction projects were few and far between, our employee roster small, and our "fleet" just one old truck. What might have looked like insanity to the world, to us felt like a mission: to learn, to grow, to forge relationships, to build – not just buildings but essential parts within ourselves, our team, and our community.

We worked long hours. We tackled jobs other companies wouldn't. We took on projects from diverse industries. We delivered on our promises. We laid a solid foundation.

MOST IMPORTANTLY... The foundation we established has given us the rare opportunity to build structures beyond our wildest dreams. To truly connect and partner with clients in ways that add value – to both their projects and their bottom lines. To be given the chance to build families, businesses, communities, lifelong relationships – and our ever-growing family of employee-owners.

SAFETY INNOVATION @ WORK

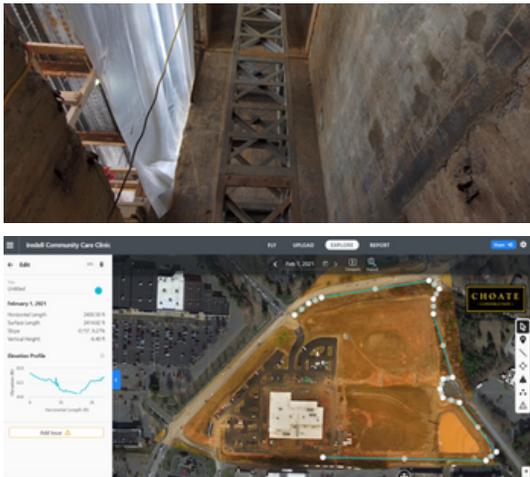
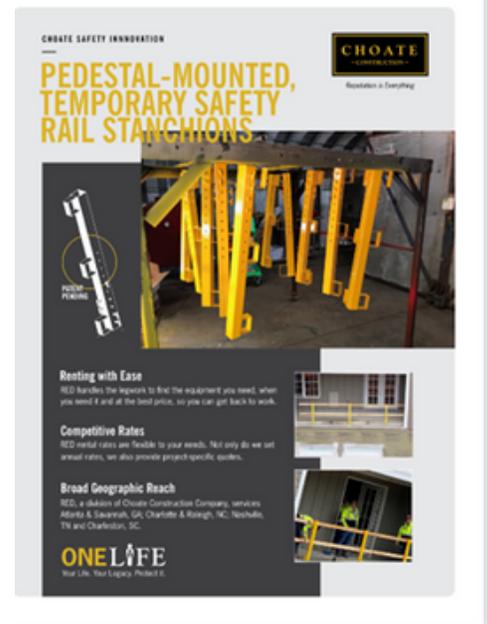
GUARDRAIL SYSTEM: Designed by a Choate superintendent building a wood structure, he wanted to find a way to keep workers safe on patios without relying on tying off. By utilizing the permanent post base in conjunction with a now-patented temporary post system that can remain and be adjusted with the progress of the project, the fall hazard was eliminated.

- Safety Innovation Continued -

While this was designed for wood structures, imagine installing these completely on a precast patio slab on the ground before it is hooked to the crane. That is truly eliminating the hazard.

DRONES UNDERGROUND: Speaking of eliminating, Choate is using advanced drone technology to mitigate inherent risks. An example of one of these risks includes confined space entry inspection. Instead of putting people in a situation where they might be exposed to risk, we used drones to inspect around 500 linear feet of a failing underground stormwater vault to capture the data we needed to begin planning the repair process.

This vault runs under a major highway and into our project site. Not only did we gather the information needed via drone footage, but we also eliminated the risk by not sending someone into this confined space.



DRONES IN THE SKY: Choate also uses Skydio Drones for rooftop fall hazard inspections, for scaffolds, as well as interior shaft inspections as you see here in this picture.

All examples of eliminating fall hazards to our personnel who would have likely needed PPE to achieve the same result.

Lastly, Choate incorporates programs such as DroneDeploy & Propeller Aero to create project safety logistics plans from real-time aerial imagery, which best illustrates project conditions to new workers coming onto our sites.

CONTINUOUS IMPROVEMENT

Using an in-house-built Safety Perception Survey, we polled every employee-owner on a multitude of safety-related topics. This insight encourages us to continuously improve our processes. One of these areas of continuous improvement is the way in which we communicate lessons learned or innovative ideas, dubbed Choate's **Safety Best Management Practices (SBMP)**.

This doesn't just mean publishing a document, I'm talking about changing the game on wood frame projects by utilizing LED disk lighting that eliminates the string lights that get in the way of hanging drywall ceilings in the corridors. How about impalement hazards? Well, we're working to make sure entire projects are bought out with candy-cane rebar, eliminating the impalement hazard.



- Continuous Improvement Continued -

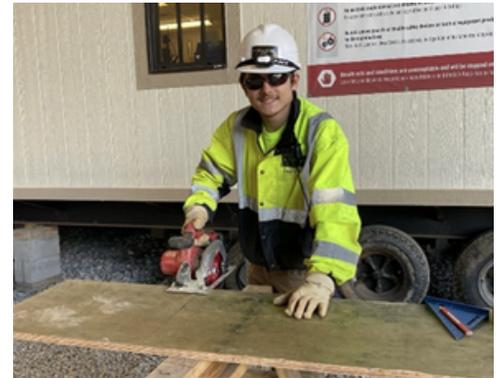
With two sitting AGC Safety Committee Chairs on our Safety Team, we're casting a much wider net now by sharing these SBMP's with our industry peers, not just our trade partners.

Training is another area we continue to focus on. Choate personally teaches OSHA 10- and 30-hour courses and First Aid/CPR classes in both English and Spanish at absolutely NO COST to our trade partners. Additionally, we're holding project orientations at concrete batch plants to ensure drivers know the logistics on the site before they arrive.

ONELIFE SAFETY IDENTITY AND PROGRAM

Finally, we never lose sight that it's about people. OneLife is about your Life, your Legacy, and the Protection of both. Our OneLife culture and identity at its essence is centered around making sure every single person who arrives on a Choate jobsite goes home to their family and loved ones safely each and every day. This hits closer to home for several of our superintendents and project managers, who now have their children working for Choate.

One such superintendent mentioned that while his son is not working on his jobsite, he is on a different large project in Atlanta with a lot of moving parts. This father shared that he can rest easy with his son out on a Choate project because he knows regardless of the jobsite, each project team holds the same OneLife values that he does. That, paired with all of the things we just shared with you and the continued dedication and commitment Choate has to safety makes supporting a decision to pursue a career here an easy one for parents to make.



For further information from Choate or sharing of best practices, please contact Chad Hart, Corporate Safety Director at CHart@choateco.com

2022 AGC-WTW CSEA TOP 10 SAFEST CONTRACTORS IN AMERICA



AT A GLANCE

Expertise

- Preconstruction
- Construction Management
- General Contracting

People

- Established 1969
- Family Owned

ABOUT OUR COMPANY

Andron Construction is a family owned and operated New York business corporation. Our construction professionals work as a team with designers and subcontractors to produce excellent, value-building, successful, complex projects. Andron is one of the region's leading general contractors and construction managers. Since 1969, we have provided all phases of construction, from program development through final completion. Andron's profile—our people, our model, our size, and our location—brings distinct advantages to our projects.

WHY WE DESERVED RECOGNITION

We at Andron feel morally obligated to provide a safe construction site, for everyone who must work in it or travel through it. We have been family-owned and operated for over 50 years, and we have always regarded our employees as part of our family – their safety is of utmost importance to us. Our attention to safe work practices has produced an excellent record of low incidents and low loss of time. It has also qualified us for membership in a captive insurance program, where we have been enrolled since 2010. Andron's program deserves an award not only because it is complete but because it works.



This award win represents the hard work we all do each and every day to ensure our projects are safe so that everyone can return home in the same condition as they arrived at the start of the day. Andron recognizes and is grateful for everyone who contributes to this effort. Without their participation, we would not be the construction company we are today.

Message from Andron Construction Leadership

- Why We Deserved Recognition Continued -

We believe that safety and quality go hand-in-hand: workers who pay attention to safety pay attention to their overall operation and produce high quality work. Over 25 years ago, Andron management were determined to improve safety performance, and instituted the ZERO ACCIDENTS goal to promise safety as a high priority. Concrete and measurable standards reflected in the performance evaluations of Andron employees and subcontractors have evolved into the comprehensive programs and policies that Andron deploys today. Safety is the first message received when a worker arrives on site. Safety is the first agenda item for every job meeting. Safety is practiced and reinforced daily and weekly through jobsite inspections and toolbox talks, quarterly through off-site team safety training and collaboration, and annually through our captive insurance program review and evaluation.



Safety is critical to a successful project. Safety does not happen by chance but occurs through attention to safe practices both in and around the construction site. Andron's people bring their safety experience and safety enthusiasm to every project. The proof is in the results. Andron's attention to safety is evidenced by our 07/01/2021 EMR of 0.76, and by our zero-lost time to Andron workers record over the past 105 months.

SAFETY AND RISK MANAGEMENT INNOVATIONS

In 2013, a broken toe, crushed by the tongue support of a two wheeled, tow-behind compressor, resulted in our first lost time accident in over 600,000 worker hours. We realized that the seemingly simple task of relocating a piece of equipment would have benefitted from some pre-task planning. In response to this single incident, which resulted in an unsatisfactory lost time incident rate, Andron updated and implemented new protocols in the Site Safety Plan prepared for each new project, designed to identify hazards and prevent incidents. Pre-task planning and Job hazard analyses are undertaken prior to each shift/ each new task with continued success.

In 2020, infectious disease transmission became a singular focus. Andron used lessons learned from the early days of the Covid-19 pandemic to assure continued protection for all workers and project site visitors. In compliance with the NYS Heroes Act, infectious disease transmission prevention protocol includes pre-arrival symptom tracking, indoor mask use, safe distancing, and enhanced filtering to benefit air quality.

In 2021, we recognized the need for more subcontractor-specific and project-specific safety and incident data. As a general contractor, Andron has always paid attention to, and judged ourselves on our own incident and lost time rates. Tracking subcontractor incidents and also our self-perform hours on a project-by-project basis has provided anecdotal evidence, but more data is required to truly evaluate project specific safety performance. For 2022, we designed a system that tracks total subcontractor work hours and lost time by project, that when combined with our self-perform data, will give us a complete safety picture and allow us to apply lessons learned company-wide.

SAFETY AND RISK MANAGEMENT PROGRAM

Andron's corporate policy is to promote and provide a safe worksite for everyone. Andron's performance goal for safety is: ZERO ACCIDENTS. The reason for this goal is that safe practices yield high rewards: healthy and productive workers, quality construction work, lower insurance costs, and future business from customers who demand a safe workplace. Safety starts at the top: our President and Chief Operations Officer is our Safety Officer and is involved in all aspects of operations. With comprehensive policies that govern conduct from planning through completion, we foster a culture of safety that permeates throughout our entire organization.

Andron's safety program and safety practices are measured and evaluated by independent safety consultants annually: judged for compliance and relevance. Independent site safety inspections for each current project are performed regularly. Internally, Andron holds quarterly safety training sessions for operations and carpentry teams.

For each new project, Andron prepares a detailed site management plan, developed with full input from the owner, that includes all measures needed to isolate the construction areas. We develop a site-specific safety plan, with a focus on high-risk activities, post it in the field office and distribute it to each subcontractor. Andron requires site-specific safety plans from each subcontractor and holds them accountable to an agreed-upon Safety Annex.

Andron site supervisors are required to complete the OSHA 30-hour course, and all workers are required to complete the OSHA 10-hour course prior to employment onsite. Each new hire participates in a safety orientation workshop, to understand the site-specific safety plans and rules of conduct, to discuss the project description and major milestones with their associated hazards, and to review the required personal protective equipment. Andron develops training protocols for employees and workers that align with any changes to OSHA policy revisions or recommendations.

Since accidents tend to occur around activity, workers are best positioned to minimize risk. Andron's policies require workers to be aware of risk, to identify exposures to risk and report them promptly for immediate correction. Workers are encouraged to provide input for the daily and weekly site safety inspections, and to ensure implementation of company policies and practices, Andron includes safety performance in every employee's annual evaluation.

Recognition by AGC of America is an honor and a tremendous accomplishment that everyone in our company is proud of. Everyone plays a part in this award by understanding, promoting, and enforcing safety on each of our projects. Hard work and diligence allow us to maintain our high standard of zero lost-time incidents in a safe workplace. It is an effort, but one for which we reap great rewards: ensuring that our employees and subcontractors and clients go home each and every day in the same condition that they arrived so that they can fully participate in every aspect of life with their family and friends.

For further information or sharing of best practices, please contact Joel Foley, Business Development Manager at jfoley@androncc.com.

2022 AGC-WTW CSEA TOP 10 SAFEST CONTRACTORS IN AMERICA



AT A GLANCE

Expertise

- Construction Services
- Sustainable Construction
- Community Engagement

People

- 1,000+ employees
- 100% Employee Owned



It is truly an honor to be nominated and receive these safety awards. I have watched our safety team, led by Leary Jones, grow exponentially and they have been very successful in prioritizing safety from pre-construction through project completion. The culture at BNB is what sets us apart from our competitors and our safety culture is second to none. We invest in our safety program from the top down and that level of buy-in allows our safety programs to be so successful."

**Message from Brad Bastian,
President & Co-Founder of BNBuilders**

ABOUT OUR COMPANY

BNBuilders is a 100% employee-owned general contractor specializing in complex projects for clients in the life sciences, education, healthcare, public, and technology sectors. They are known for their innovative solutions to highly technical issues, comprehensive preconstruction services, passion for sustainable construction practices, and commitment to the communities in which they do business. With five offices, 1,000+ employees, and a strong presence in the California, Colorado, and Washington construction markets, BNBuilders is a leader and preferred contractor for some of the most recognizable and respected companies in the world.

BNBuilders has grown exponentially while maintaining its outstanding safety record. In the past two years, they have nearly doubled its overall staff size, from more than 500 to more than 1,000. In the same timeframe, the company's Safety department has tripled from eight (8) to thirty (30) team members, to make certain that safety remains a top priority across the company.

We continue to set a precedent for safety best practices in the construction industry and have created numerous safety protocols which have helped ensure a safe and healthy work environment for all. A few of its safety practices include a Weekly Safety Coordination meeting where previous week's lessons learned are reviewed and then the information is disseminated to the field staff.

- About Our Company Continued -

In conjunction with the lessons learned, workers are also recognized through our On-The-Spot Recognition program for going above and beyond their normal duties to assure a safe working environment.

WHY WE DESERVED RECOGNITION

This year has presented a wide array of challenges as we adapt to the changing COVID-19 requirements, while still focusing on maintaining the highest levels of safety on our jobsites. BNBuilders' Executive Leadership Team has played an integral role in supporting our jobsite teams and safety professionals in further developing and implementing a safety program that accounts for changing conditions on the ground.

We take a 'team-first' mentality to everything we do, always focused on safety as the top priority. Executive officers including ownership at BNB do not just support safety programs, they actively solicit new advice and practice continuous improvement. Their engagement with safety involves daily discussions of jobsite hazards and issues. These discussions filter through the project management all the way down to our field crews.

One of the primary forums by which we solicit input from all levels is our annual all-hands Safety Summit. During the pandemic, we have hosted this event digitally, but it is required for every single BNB employee. The event is a collaborative effort between safety team members from all our regions, as well as BNB's Executive Leadership Team, including Founder and CEO Brad Bastian. We also host weekly all-region coordination meetings to discuss incidents, lessons learned, and corrective actions. The goals of all these efforts in transparency and communication, from the field level to senior leadership. Additionally, every Monday, in coordination with senior field leadership, senior Superintendents, and regional Safety Managers, all high-risk activities are reviewed and discussed.

Another action we took this year in response to changing conditions is dedicating safety staff specifically to health and wellness. These individuals specifically manage protocols, incidents, and corrective actions related COVID-19 and other issues outside of jobsite construction safety. Working closely with departments across the company, they have implemented a program that quickly responds to changing requirements, always keeping us on track for meeting or exceeding local, state, and federal guidelines and recommendations.

BNB also instills a safety-first mindset for every single on-site task. Discussions held at our highest levels flow down the ladder, ensuring that jobs always consider safe work conditions and how safety is affected through each activity. To streamline incident reporting and promote a culture of transparency and accountability, we have automated incident reporting. This allows us to immediately analyze trends and ensure the most effective training is provided to prevent reoccurrences. The defining values of our safety program are accountability, transparency, creative solutions, and open communication. It is these values that facilitate the all-hands approach we believe sets our safety program apart.



SAFETY AND RISK MANAGEMENT INNOVATIONS

Over the last year, BNB has developed multiple innovations to streamline safety reporting and tracking. One of our goals is to eliminate redundant processes to make it easier for our frontline workers and office staff. We want them to perform their jobs safely without a litany of paperwork and filing processes that are tied to more paperwork. An innovative process we use to assist us in this goal is moving many of our current forms to a digital format. This currently includes our Incident Reporting, Daily Safety Inspection, and Sign-in Sheets, with plans to expand this process to our inspection checklists and Pre-Task Plans. Implementing electronic incident reporting has made incident tracking easier and reduces the number of potential mistakes from transcription. Our department can more accurately identify trends and facilitates collaboration, providing input to multiple projects, and requesting further information if needed. Daily Safety Inspections are completed through our BNB Safety App. Some benefits include documenting audits, such as COVID-19 and analyzing negative or positive trends as a company. These inspections can be tailored or changed based off identified trends or campaigns where we may need to shift our focus.

Another innovative process we have established is the gathering of our self-perform crews with our safety department for feedback. We call these gatherings our Townhall Sessions, and they allow for our safety department to meet with self-perform team and vet feedback. BNB created digital forums where engagement from all employees is encouraged. Our online weekly and monthly safety reviews are where we touch upon various incident reports and near misses to determine best practices going forward. These forums are an opportunity to analyze trends and communicate them companywide for immediate results. We also hold online events, such as virtual safety breakfasts and lunches, where the safety department teaches a particular job safety topic that has been deemed an area of improvement based off predefined trends. “Collaborative People, Progressive Builders” is the core of BNB and we stand by it. Therefore, being progressive and innovative is in our nature. The feedback is primarily aimed for the self-perform team members to let us know what we can improve on in their eyes. We believe a positive safety culture starts with a bottom-up approach with communication from field workers and staff to management; this is at the core of our safety culture.

SAFETY AND RISK MANAGEMENT PROGRAM

BNBuilders utilizes cutting-edge strategies, processes, and tools to provide our teams with a safe and healthy workplace. We emphasize the importance of incorporating safety into the planning stages of our work to provide an opportunity for our teams to utilize strategies such as elimination and engineering controls, to remove or reduce risk. We leverage cutting-edge technology to assist our teams with planning, implementing, verifying, and correcting areas where teams are not effectively implementing our internal best practices.

Safety is not an after-thought, but a value modeled by our leadership. Senior management’s involvement is critical to the effectiveness and success of the program. Executive Management staff actively participate in our many safety planning sessions such as our Monday morning high-risk review meeting which includes senior superintendents, safety managers, and Operations executives. This weekly meeting allows upper management to review upcoming high-risk activities such as crane picks to confirm all necessary pre-planning activities are on track. Leadership also participates in our Friday Safety Coordination meeting with project leadership personnel to review incidents and develop corrective actions.

- Safety and Risk Management Program Continued -

Risk Identification and Analysis – Project risk reviews start at the Pre-Construction phase with a team review of the Risk Register. This allows the pre-construction team to work early with the safety team to ensure high-risk activities are addressed and determine how to best implement the hierarchy of controls to identify ways of reducing overall risk. This Risk Register is a live document that is revisited at the hand-off to the project team and then regularly throughout the project as they progress through the different phases of construction.

Task Design – At the start of a project our self-perform and subcontractor teams evaluate the scope of work and the hazards associated with that work. During these meetings, we look for ways to reduce or eliminate hazards, implement engineering controls, and other strategies to reduce risk. Often our mechanical subcontractors can pre-fabricate components of their systems offsite in a pre-fabrication facility allowing them to work in a more ergonomically designed space reducing heavy lifting overhead and exposure to heights. This greatly reduces the time spent on ladders or lifts and working overhead. We also analyze logistics to strategically separate hazardous operations from our crews through engineering controls.

Worker Engagement, Involvement, and Participation – Worker engagement is an important aspect of promoting a culture that values safety above all else. We provide our craft personnel with the training and education to recognize safety hazards during the planning process each day and empower them to stop work when conditions change requiring them to re-plan their work. Project leadership will participate in these planning sessions (PTP) to promote this aspect of these daily plans and support their efforts to ensure they have adequate training and equipment to facilitate the work safely each day. Daily discussions outlining the daily activities provide each craft the opportunity to communicate in an open forum.

Safety Training and Validation of Training – BNBuilders uses several methods to train new employees and subcontractors, as well as provide continuing educational opportunities.

These include:

- Site-Specific Safety Orientations
- Safety Breakfasts/Lunch
- Continuing Education Courses
- Validation

Subcontractor Management - In regard to trade partner management, we have added a robust section to our contract called 'Freedom From Danger, Subcontractor Requirements'. Trade partners are required to undergo a prequalification process covering their safety program and record. Once on-site, employees participate in a site-specific safety orientation. Additionally, they are involved in weekly foreman's meetings and daily safety audits.

Emergency and Crisis Management – Each project is required to complete a Crisis Management Plan that identifies specific steps to be taken in an emergency. Once plans are developed, our project teams conduct tabletop drills with all applicable site personnel. Emergency drills are conducted with the local fire department on-site to better prepare first responders, as well as our project team for potential scenarios that could arise during operations on site. Giving first responders to access the site and familiarizing themselves with access points into the building allows for a better response time in an emergency.

- Safety and Risk Management Program Continued -

Safety Culture and Recognition – We have an employee-first safety culture that is reflected in our everyday actions. The BNB Safety Team and Sr. Superintendents facilitate region-wide townhall style meetings for our craft employees each year. This is an opportunity to get feedback from our craft employees on how they feel the company is performing in terms of safety and field support. We use an anonymous mobile app that allows each employee to vote on a list of pre-set questions after we provide training on our safety program. This feedback is organized and prioritized by the safety team and provided directly to BNB leadership for review. As a result, company leadership is supporting a series of initiatives to focus on what we do well and where we need improvement in the eyes of our employees.

Examples of these initiatives include:

- A new monthly safety champion program
- Increased on-the-spot recognitions
- Sending managers to the equipment yard as part of the onboarding process to help them understand how to order tools and equipment.
- Scheduling specific on-the-job tool training at the beginning of each project.

Overall, BNB employees describe our safety culture as employee-driven, leadership-supported, and intently focused on continuous improvement.

For further information from BNBuilders or sharing of best practices, please contact Leary Jones, Corporate Safety Director at Leary.Jones@bnbuilders.com.



2022 AGC-WTW CSEA TOP 10 SAFEST CONTRACTORS IN AMERICA



AT A GLANCE

Expertise

- Site Preparation
- General Infrastructure

People

- Established 1979



2022 CSEA Winner

ABOUT OUR COMPANY

Coffman excavation and specialty infrastructure is an industry leader in mass excavation planning, engineering, design and installation. We lead the industry to change through a dedicated investment in technology, strategic project consulting and process engineering that drives productivity, value, and above all, safety.

If you walked through a Coffman jobsite or office in since 2017, you would have come across several employees sporting jackets or vests with AGC PRIDE logos, while those don't seem to be particularly noteworthy, to us they most definitely are, as they are a real testament to Coffman's safety efforts. Coffman earned a Total Recordable Incident Rate (TRIR) of 0.67 in 2022 and worked more than 400,000 hours without a lost-time injury. While we lead the industry with our safety results, we also continuously strive to be better.

WHY WE DESERVED RECOGNITION

We consider our company to be the "Best of the Best" because we feel so passionately that our employees are indeed the best in the industry and make us who we are. This feeling does not come only from the size of our projects or the quality of our completed work. Rather, it is a feeling that is reinforced by the evident commitment of our employees to safety and to doing the right thing at all times.



Our company president said it best, "Safety before performance," we want to collaborate with many organizations, to make the entire industry safer. At Coffman, we strive to be the best in all we do, including collaborating with trades, customer/clients, and equipment manufacturing companies to make the industry safer, more efficient, and more productive.

**Message from Coffman Excavation
Senior Leadership**

- Deserved Recognition Continued -

COMMITMENT - We hold ourselves to the highest of standards. We execute our work with policies and procedures that are designed with the primary intent of protecting our crews and the public from harm's way. We are constantly looking for new ideas or technologies that could benefit our employees as well as our industry partners. We are committed not only to our fellow employees but also to those who are working in the vicinity of our crews.

INVOLVEMENT - Project site visits are conducted weekly by the president and or the vice president and a safety representative. At these inspections the following items will take place:

- Attend Flexible Solutions with crewmembers
- Review daily pre-task plans for thoroughness
- Walk the workplace to inspect for and safety deficiencies
- Address all employees personally with a handshake or a hello
- Discuss upcoming tasks and potential risk items
- Review site audit documentation
- Inspection of first aid kits and fire extinguishers

The company president and vice president attend all incident reviews regardless of the significance of the situation. These are typically performed at our main office with the entire crew involved. We feel that having this meeting away from the project increases the opportunity for feedback from the employees and share the findings company wide.

Monthly management meeting are attended by all senior management as well as executives to discuss potential safety concerns and to share with the company incident reviews and outcomes from the previous week.

RECOGNITION - Hand written cards to a mailed quarterly to employees who the executives have recognized for going above and beyond expectations. These are sent along with a gift card to the employee's home address. The intent is that the employee's family will see the recognition and ask question about the circumstances. Our desire is that the family of the employee will embrace the concept of safety as a benefit. Effectively, we will have expanded the footprint of our safety culture.

COMMUNITY - "As the president of Coffman Excavation, it is my passion to do things with purpose on purpose. Furthermore, I do not feel that safety is something owned. It is my philosophy that If it is the right thing to do, it should be shared with all who can benefit. We accomplish this through several avenues. Whether it be at a construction affiliation summit, at project executive leadership team meetings or through other means of networking. Our innovations are openly shared with all who are interested including our customers, our subcontractors and even our competitors."

SAFETY & RISK MANAGEMENT INNOVATIONS

Over the past three years we have initiated programs to enhance our safety program, employee participation and decrease our incident exposure while creating an environment that is a holistic approach to employee health and safety. These programs along with senior staff participation and support have shown a significant decrease in incidents as well as a steady decrease in our EMR rate from .78 to our current 2021 rate of .67 . In addition, we have no time loss from work by partnering with our worker compensation insurer SAIF corporation, utilizing the employer at injury program. This

- Innovations Continued -

program keeps our injured employee working for full wage and benefits and also allows Coffman to be reimbursed for up to \$5000.00 per employee for training and essentials as well as 50% wage reimbursement for up to 66 days.

Our programs include worker engagement with weekly risk analysis during our stretch and flex programs and toolbox topics.

Safe work practices that start with the employees are supported by safety and management with consistent and relevant trainings that are provided by peers and specialists in their field of safety.

Management of our sub-contractors starts with a pre-qualification worksheet showing their EMR rate, OSHA 300 logs and DART rate. Our sub-contracts are requested to identify any need for corrective action plans prior to the start of a new or existing project.

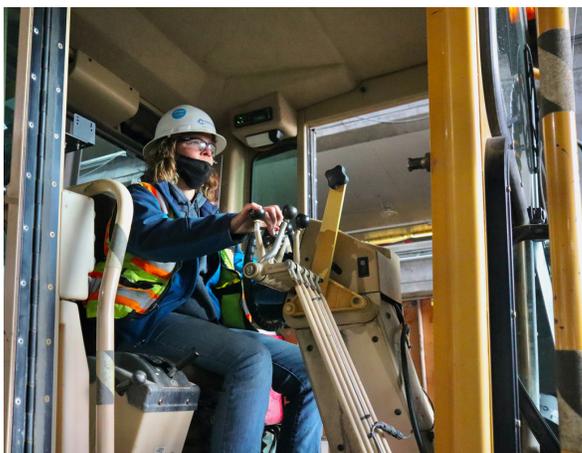
Emergency crisis management training and support for all our employees in the case that an on site supervisor is unable to assist in the management and mitigation of an emergency. Utilizing our Crisis management quick reference flip chart.

Our employees have access to our EAP program for any needed assistance they need. Our management team is involved with Oregon Impact, a non-profit that is established to assist in funding for safety on Oregon roads. Our team is also involved in the Construction Suicide Task Force as well as AGC, NWUCA Safety and Advisory Committees in order to gain additional perspectives and resources to make safety the top priority for our company.

Our fleet tracking system has brought our accident and incident rate to an all time low. This tracking system notifies our safety personnel to identify exact locations in real time of our employees when sensitive issues need attention.

Our field safety program is utilized through I-audit on the iPad. This provides superintendents, project managers as well as our general contractors feedback with pictures of the issues that need to be address as well as the progress and overall overview of the project.

The on-line monthly safety skills that are required to be completed each month are done from the top down. Our senior staff sets the bar for our field employees by taking these interactive LMS trainings.



We are very proud that our QR code technology allows our employees and anyone with a smart phone to access multiple forms and guidelines. This includes all of our SDS, forms for pre-task plans and utility awareness. Access to our incident and excavation guidelines with the 2021 addition of daily equipment check sheets. When the check sheets are completed they go directly to our shop foreman and avoid lengthy delays in the previous paper forms.

Our recently updated web-page and Facebook accounts are managed and updated to showcase our employees and projects.

SAFETY AND RISK MANAGEMENT PROGRAM DESCRIPTION

Coffman Excavation, Inc. (CEX) prides itself in safety training that starts on the first day of employment for our newly hired employees during our orientation program. At this introduction, we supply all new employees with a paper and digital copy of our environment health and safety manual. This manual is provided in both English and Spanish. In our manual, employees can find detailed outlines of company policies and procedures for our safety expectations. This manual includes a wide encyclopedia of regulations and standards for the construction industry and is not necessarily limited to our field of expertise. We take this opportunity to inform all new hires of our zero tolerance drug and alcohol policy and our company-wide personal protection equipment (PPE) requirements. A detailed review of company expectations is discussed with a significant emphasis on our number one goal that everyone deserves to go home safely. New employees are dispatched to the appropriate jobsite for an onsite project specific orientation. Pre-employment drugs and alcohol testing must be completed prior to arriving onsite for work.

At the project orientation, employees are informed of jobsite emergency protocols, the project address, and of any project specific safety concerns or requirements. A walk of the work area with the onsite superintendent is performed prior to any work beginning. An employee may also be required to participate in a customer or general contractor orientation to further discuss any contractual safety requirements that might apply to the worker.

Each day, prior to beginning work, all Coffman job-sites start their mornings by performing flexible solution stretches. Immediately following, the site foreman will provide all crew members with an overview of the expected goals and potential risks for the day. This gives all employees a chance to communicate concerns or considerations relating to the tasks that are intended to be accomplished. We feel that this is our best opportunity to engage our crew members and address any day to day safety needs or controls. It allows for the newest and/or the most seasoned employee's to have a voice and to express themselves. It also provides an opportunity to discuss ideas and suggestions as they relate to production or safety. Management and safety representation is typically included in these group gatherings that creates a useful conduit for communication to upper management and to corporate executives. Many of the discussions resulting from this process are shared with the entire management team at weekly business meetings. We continually encourage open conversations about how and why we do business. This enables our management and safety professionals to make educated decisions with input directly from the field of men and women who are actually performing the tasks.

We highly encourage this communication as it allows all employees to participate in the continued growth of our safety culture.

Weekly toolbox talks that include safety topics are generated and distributed to all foreman, superintendents and managers to use at our mandatory weekly tailgate meetings. The outlines are generated through our safety team manager with a subject matter being relevant to the upcoming week of anticipated work. Managers are expected to encourage active participation and feedback at this meeting. This is an intentional effort to inspire employees to share personal experiences with the group. The vast years of construction knowledge as it pertains to success and failures is what makes our employees such a valuable resource. Open communication allows the entire crew to gain insight from the experiences of others. This information is typically shared with employees every Monday morning after our Stretch and Flex program.

- Program Description Continued -

Pre-task plans are completed, updated and reviewed daily by every member of the crew. If a “new” associate is added to a project, they are required to review the pre-task plan and ask questions, prior to starting work, if needed. They are encouraged to add input as a different perspective is always welcome. Pre-tasks plans are continually updated and reviewed by all crewmembers, as things change throughout the day. Pre-task plans are also required of Coffman Excavation’s sub-contractors and reviewed daily by one of Coffman’s safety professionals.

Coffman currently employs three full-time safety professionals that provide internal and external customer service as well as support to our staff and clients. They are responsible for providing the recordkeeping of all training given to our employees. Periodic audits of project jobsites are completed and documented through an electronic app based audit system called I-Audit that was designed specifically for Coffman. When completed, these audits can be distributed electronically to our customers, site superintendents, foremen and management staff. This allows our safety professionals to collaborate with crewmembers to ensure that all projects are as safe as possible while providing our field and office management to have vital and useful information readily available. Feedback and input at all levels in regards to safety is highly encouraged.

With the constant changes in the construction industry, we find it necessary to continually develop and improve our safety programs. This includes, but are not limited to, constant review of guidelines, incorporating new ideas in our pre-task planning and utility awareness programs and competent person and confined space protocols. In addition, we maintain relationships with others in our industry that reinforce collaborations with our trade partners, regional safety and trade associations and a variety of outside safety professional resources. Through these intentional efforts, we have developed several processes that assist with our growth in safety.

One recent improvement that Coffman has made, is through a partnership that we have invested in with the online safety-training program called Safety Skills. This software is designed specifically for OSHA regulated skill building and education related to the ever changing work environments of both office and field settings.

These multi-language courses range from excavation safety, fall protection, office ergonomics, active shooter and many more relevant subjects. These courses effectively engage the employee by using 3D animation and relatable scenarios to keep the learner’s attention while providing crucial safety information. Safety Skills offers competency-based quizzes to ensure full understanding with adaptive learning to encourage active participation. This program provides trackable reports to upper management indicating those employees who have passed each course and/or which employees need to complete their courses in order to remain current on their safety training skills.

This training is required for but not limited to the following:

- Site superintendents and foremen
- Office staff
- Management staff
- Shop personnel
- Executive staff
- Applicable others



- Program Description Continued -

Coffman has also collaborated with PureGPS to provide instant feedback to management about all employees that operate fleet vehicles and equipment. With this information, Coffman is able to provide training, track trends in driving habits and effectively reduce exposure and risk to our employees and the public. We have witnessed a significant improvement in the driving behaviors of our employees since the implementation of this program.

Coffman utilizes the technology of a QR code that is available at all project locations. It is also provided to all new employees at orientation. This allows immediate access to our EHS manual, employee handbook available in English and Spanish, safety data sheet master files, pre-task and utility awareness forms, fillable PDF forms and OSHA guidelines for trenching and excavation. Should we encounter a near miss or have jobsite incident, all required forms for reporting are available in an editable format or fillable PDF on the employees smart phone or tablet and encourage our employee's to share this with our trade partners.

At Coffman we take great pride in providing our employees a safe and healthy workplace environment. We are committed to constant improvement with the sole purpose of ensuring that all employees return to their homes in the condition in which they arrived to the workplace. Our employees are Coffman's most valuable asset.

We provide full medical, dental and vision plans, a generous IRA match program and have recently implemented our Employee assistance program (EAP) through Cascade Mental Health to assist our employees when they are faced with life challenges ranging from mental health crisis to financial, legal and family issues. These services provided at no cost to our employees for three visits per occurrence in the EAP program.

Finally, Coffman Excavations EHS and staff are active in the recent establishment of a, "suicide prevention task force," that meets regularly as a group to assist the construction industry. This group develops ideas and strategies for those battling mental health issues including depression, suicide, relationship challenges, and substance abuse. The group encourages strategies to implement how to be more mindful in having mental wellness and live productive and satisfying lives.

For further information or sharing of best practices, please contact Scott Brawner, EHS Manager at SBrawner@coffmanteam.com.

2022 AGC-WTW CSEA TOP 10 SAFEST CONTRACTORS IN AMERICA



AT A GLANCE

Projects

- Critical Technologies
- General Building
- Industrial

People

- Established 1972

ABOUT OUR COMPANY

Faith Technologies is an energy expert and national leader in electrical planning, engineering, design and installation. Faith leads industry change through a dedicated investment in technology, strategic project consulting and process engineering that drives productivity, value, and above all, safety.

If you walked through a Faith Technologies jobsite or office in early 2020, you would have come across a number of employees sporting jackets or vests with some interesting numbers embroidered on them; 0.42 and 7. While those don't seem to be particularly noteworthy numbers, to us they most definitely are, as they are a real testament to Faith's safety efforts. Faith Technologies earned a Total Recordable Incident Rate (TRIR) of 0.42 in 2019 and worked more than 7 million hours without a lost-time injury.

While we lead the industry with our safety results, we also continuously strive to be better.

WHY WE DESERVED RECOGNITION

Faith Technologies is an energy expert and national leader in electrical planning, engineering, design, and installation. As a comprehensive authority in the field of electrical and energy services, Faith leads industry change through a dedicated investment in technology, strategic project consulting and process engineering that drives productivity, value, and above all, safety.



Our CEO, Mike Jansen said it best when he noted that we don't compete with a lot of organizations, but we want to partner with many, to make the entire industry safer. At Faith Technologies, we strive to be the best in all we do, including partnering with trades, customer/clients, and tooling companies to make the industry safer, more efficient, and more productive."

**Message from Faith Technologies
Senior Leadership**

- Deserved Recognition Continued -

As the winner of the AGC Construction Safety Excellence Grand Award for 2020, and one of few that have won the Grand Award multiple times, Faith Technologies was charged with bringing the industry along on our journey to zero injuries. To accomplish this, we created a 6-part video safety series called Charged!, where we shared comprehensive information about our safety program to support others to implement best safety practices in their organizations.

- Parts 1-3 focused on our holistic safety and wellness efforts that support the mind, body and soul of our employees.
- Parts 4-5 invited others to walk alongside us with a focus on some important aspects of Faith's safety program; our operational risk management (ORM) program; and our pre-planning and manufacturing; and how safety is incorporated into every project from the very start.
- Part 6 took us to the beginning – our comprehensive safety training, where our safety culture is instilled beginning on our employees' first day with the company and continues through their entire career at Faith.

Our Charged! video series reached nearly 250,000 people through our social media channels, via blog posts and internally to our team members. We appreciated the support of AGC and Willis Towers Watson in sharing our series via social media, the AGC newsletter as well as being guests on the AGC ConstructorCast podcast.

Our CEO, Mike Jansen said it best when he noted that we don't compete with a lot of organizations, but we want to partner with many, to make the entire industry safer.

At Faith Technologies, we strive to be the best in all we do, including partnering with trades, customer/clients, and tooling companies to make the industry safer, more efficient and more productive.

At Faith Technologies, our first core value is an uncompromised focus on keeping people safe. We drive to conduct business in a manner that allows each employee to work each day without incident or injury. We believe all incidents and injuries are preventable, and we demonstrate this belief through the daily business activities of the corporation. From the moment we begin the day, to the moment we put the last tool away, safety is top of mind for the 2500+ team members of Faith Technologies. Currently these team members have worked more than 26 million hours without a Lost Time Incident.

Our industry-leading safety statistics are a direct result of our never-wavering focus on the safety of every one of our team members. When leaders embrace safety, safety becomes an integral part of the working culture companywide.

Reaching toward the AGC Construction Safety Excellence Award only focuses our safety efforts toward zero incidents.

SAFETY & RISK MANAGEMENT INNOVATIONS

In our company history, Faith Technologies has never stood on our laurels and felt like we've done 'enough,' whether it's building our business, satisfying our customers or keeping our people safe. While our 50-year anniversary is coming up in 2022, we're taking just a moment to look back and appreciate where we came from, but continuing to charge forward into the next 50 years. Continuous innovation plays an extremely important part of our uncompromised focus on keeping people safe.

- Innovations Continued -

But you don't create a true safety 'culture' by pushing out new safety initiatives day after day and calling that "innovation." Instead, by focusing on what's working and improving what's not, we create a safety mindset that begins before an employee joins our company and stays with them throughout their career. Below are several of our recent safety innovations:

Quarterly Innovation Awards - Innovation is at the heart of our success, and our team members are best positioned to drive innovation. Our Project Innovation Award program was designed to reward individuals or teams who improve a process related to a task or project, including safety improvements. Entries are scored based on identified criteria, with cash rewards of up to \$2,500. These innovations are recognized as new best practices.

Short-Service Employee (SSE) - Pairing a skilled journeyman with a field employee new to the organization enables every new person to receive safety information and training from an experienced team member. Our SSE employees wear a blue hard hat, which is a visual reminder on the job site enabling greater situational awareness. Once they successfully complete their 6-month SSE program, team members 'graduate' to a white hard hat.

Ladders Last - We know that falls from heights are a leading cause of workplace injury throughout the industry. Our Ladder Last efforts utilize preconstruction planning upfront, reducing the need for ladders on the job site by designing out work at heights, or incorporating lifts in their place.

No-Knives - When we saw a pattern of safety incidents caused by knives on our job sites, we went to work to prevent them by eliminating fixed-blade knives on our sites. Safer tools and processes were investigated, obtained and deployed on all job sites, resulting in 100% reduction in knife-related incidents across our sites.

Productivity and Safety - One might assume that focusing on increasing productivity might result in a decrease in safety. While this may be true if you attempt to increase productivity by cutting corners, our approach to productivity is focused on proper planning, efficient communication and effective coordination.

Incident Trending Innovations - In recent years, approximately 60% of our safety incidents have occurred during secondary or waste-time activities, rather than primary time or essential tasks. In other words, we are safer when we are focused on driving value to our customers. Why is this? Often these value-creating activities receive more focus and attention when conducting planning and pre-task analysis. Knowing this, we ensure that we not underestimate the risks associated with our secondary activities such as material handling, pre-task setup and demobilization activities.

SAFETY AND RISK MANAGEMENT PROGRAM DESCRIPTION

A number of programs and elements speak to Faith Technologies' company culture. With a number one core value of an uncompromised focus on keeping people safe, we've created an environment where safety is second nature to our team members. Our leading-edge safety programs, beginning with our hiring process and new-employee onboarding, through daily operational risk management (ORM), through interactive, people-based safety recognitions, have enabled us to achieve safety excellence through continual, gradual efforts. However, we never 'rest' on safety and consider our results 'good enough!' We are continually on a path to zero injuries.

- Program Description Continued -

Safety is a crucial part at all levels of our company:

- **Hiring Processes:** Several detailed safety-related questions are asked during the interview process. New employees undergo mandatory drug testing, background checks and OSHA 10-hour training prior to stepping onto a job site.
- **Project Selection:** Faith Technologies uses Bid Smart to grade its clients and customers, ensuring they have the same high safety standards as we do.
- **Safety Through Design:** It is a standard practice that all projects that we have a design capability on go through a safety design meeting where we can "engineer or eliminate" hazards or risk prior to dealing with them on site.

MONTHLY MEETINGS WITH MIKE: How do we know what an employee thinks if we don't ask them? An innovative employee suggestion that has continued to support our safety and overall company communication has been an internal "all call." In our "Monthly Meetings with Mike," a monthly meeting with our CEO, Mike Jansen and other leadership, our 2,500+ employees dial into webinar which always begins with safety, including a review of any recent incidents or near misses, reminder of upcoming training, and the sharing of other announcements. This required meeting is a great way to communicate with the entire company that is spread out from coast-to-coast, ensuring that everyone is up to speed on any new or ongoing safety processes. Mike has been known to throw out various safety challenges in the monthly call, encouraging participation in our safety question of the day, for example, where employees who participate and accumulate higher scores than Mike are eligible for cash incentives. It's a great example of the importance placed on safety at every level of the organization.

NEAR-MISS AWARENESS CARD & TRACKING SYSTEM: More than ten years ago, we implemented this system to allow employees to anonymously report near-misses. If they opt to include their name, Faith Technologies rewards them through our safety recognition program that has been carefully based on positive safety involvement activities, rather than injuries. Several years ago, we added an electronic reporting option for near misses via a smart phone app. The near-miss reports are flagged for immediate review to address any critical issues, and are summarized and shared through each branch's safety committee, which meets monthly to share discussion items, best practices and current challenges. This allows for a unique blend of communication and collaboration. Invitations have also been extended inviting owners and/or general contractors to participate, and the feedback has been remarkable. We currently have several employees interested in filling our open committee seats.

OPERATIONAL RISK MANAGEMENT (ORM): The ORM daily work briefing takes place on every job site before the start of work each day and consists of a five-step process that ensures every task is analyzed and carried out safely. This takes place at a crew assembly point or gang box area and provides a daily review and a visual reminder of the identified hazards and control measures involved with the work being performed. It is generally conducted by the site superintendent or foreman but may also be conducted by a lead person or crew member to enable additional participation.

The interactive process involves all crew members in the discussion and developing work plan, and the leader uses a whiteboard to illustrate five core functions to identify and document the process of hazard identification and controls:

- Define the Scope of Work
- Analyze the Hazards
- Develop and Implement Hazard Controls

- ORM Continued -

- Perform Work Within Hazard Controls
- Provide Feedback and Continuous Improvement

Throughout the day as work progresses, employees are required to report any change in work conditions that cause unforeseen or unidentified hazards to emerge, and an additional ORM briefing takes place if needed.

BEST-IN-CLASS TRAINING PROGRAMS: Faith Technologies took its best-in-class training program and elevated it to a whole new level when we created Faith Technologies University (FTU), comprised of our Learning and Development department team of more than 70 facilitators. Safety training is an integral part of our overall FTU curriculum, and our training professionals are an extension of our team of 35 full-time safety professionals. During the challenges of the pandemic, our training was pivoted to remote and virtual classes as needed to support lock downs and social distancing, while keeping an interactive component to ensure engagement and understanding.

First impressions are very important, so along with safety being part of the hiring process, we also have an 8-hour safety orientation that takes place on an employee's first day with the company covering several training topics including Focus Four, equipment training and PPE training. We believe it is a must to put safety top of mind on day one. Week 2 field employees participate in a Quick Start class where they are introduced to site-specific tasks/tools and are trained on how to safely perform these tasks prior to going out to a project. Over the last few years, we've also added workplace violence and crisis awareness training, and in 2020 incorporated Covid-mitigation training at all of our locations, to encompass the unfortunate need for this knowledge for employees both in the workplace and in public settings. Annual emergency preparedness plans are also updated and reviewed at every one of our locations.

HEALTH & WELLNESS PROGRAM: It is no secret that the pandemic has changed the way we look at wellness and overall public health. Faith Technologies has an award-winning wellness program manager, who guides the company and employees in their journeys toward personalized optimal physical and mental health for employees and families.

As part of our wellness effort, we initiated a Culture of Care task force in 2021, which meets regularly to discuss the constant changes dealing with the current mental health crisis. The team is made up of multiple disciplines and provides our employees with up-to-date information to continue to keep themselves and their families safe. Culture of Care champions are in place throughout all of our locations across the country who have received specialized care in supporting employees who may be struggling with mental health issues. "It's okay not to be okay" is a mantra we've shared with our team members, encouraging them to bring mental health issues into our daily discussions and support each other through difficult times.

SAFETY TO THE CORE: At Faith Technologies, safety is a core value of our culture and takes on a far more meaningful position than merely injury reduction. We recognize safety as a critical element in the success of our business, and we consider our front-line workers an essential part of our safety team because they know what will work and what will not. Some of the steps we've implemented with strong results include:

- Bi-annual employee safety perception surveys.

- Safety to the Core Continued -

- Commitment and involvement by senior leadership and commitment to significant resources for safety training.
- Commitment to a drug-free workplace.
- Accountability for safety within production, not only within the safety department.
- Active participation in the safety process through job site supervision and project management.
- Daily implementation of comprehensive safety policies and procedures that exceed regulatory and industry standards.
- Frequent, formal, and extensive job site safety inspections.
- •Integration of safety into the work process.
- Maintaining a competent Safety department that is the resource to our safety efforts. Our Vice President of Safety is a part of the executive team and reports directly to our CEO.

Nothing is more important to the success of our safety program than the commitment and involvement of our management and leadership. From supporting safety through budgetary resources, to personally conducting job site safety audits, our management and leadership embrace and participate in Faith Technologies' safety process in numerous ways. This participation also serves another purpose, as leaders are emulated by those around them. When leaders embrace safety, safety becomes an integral part of the working culture company wide.



For further information from Faith Technologies or sharing of best practices, please contact Rocky Rowlett, Vice President of Safety at Rocky.Rowlett@faithtechinc.com

2022 AGC-WTW CSEA TOP 10 SAFEST CONTRACTORS IN AMERICA

FLATIRON



2022 CSEA Winner

AT A GLANCE

Projects

- Infrastructure
- General Building

People

- Established 1947
- 2,500+ Employees

ABOUT OUR COMPANY

Founded in Boulder, Colorado, in 1947, and named for the unique rock formations there, Flatiron operates across the U.S. and Canada. Flatiron is a subsidiary of German-based HOCHTIEF, one of the world's largest international construction service providers.

Flatiron builds roads, bridges, rail, airports, dams, industrial, water and underground projects from common to complex, large-scale jobs. Delivering successful projects under a variety of contracting methods, Flatiron has unparalleled design-build and public-private partnership experience and expertise.

WHY WE DESERVED RECOGNITION

Flatiron has committed to developing world class safety programs, utilizing best in class technology, and creating a safety culture defined by engagement at every level of the organization in pursuit of continuous improvement. Pillars of our executive engagement include:

Weekly and Monthly Executive Leadership Team

Meetings - Flatiron's Executive Leadership Team (ELT) is made up of our President, Executive Vice President, VP of Human Resources, VP of Legal, VP of Risk Management, Senior Operations VPs, and the VP of Safety. These meetings include a thorough review of all recent high



Each employee at every level of the Flatiron organization is empowered, responsible, and accountable to strive for an injury free workplace. No task is so urgent that it cannot be performed safely. We hold ourselves, and each other, accountable for delivering outstanding infrastructure projects safely. Flatiron employs the best people to deliver the best solutions, and expects all employees to embrace safety as a fundamental core value at all times.

Message from Flatiron Corporation
Senior Leadership

- Deserved Recognition Continued -

potential incidents and all recordable and lost time injuries, with an emphasis on corrective and preventive measures taken.

Additionally, the ELT directly oversaw development of Flatiron's Covid-19 programs and protocols throughout the year, ensuring best in class management of the continuously evolving science and regulations from a Legal, Risk, Safety, HR and Operational perspective.

Monthly Executive Safety Committee - SVPs and VPs of operations meet monthly to evaluate safety trends and statistics for the organization. Our established Leading and Lagging Key Performance Indicators are reviewed, and leaders take an active role in developing strategies, communication, and means for evaluating effectiveness.

One recent example involved a trend that was noted of non-injury, but high potential forklift incidents. Each VP appointed an operational leader within their division, ranging from Foreman to Construction Manager, to participate in the analysis and development of forklift policy improvements. The end result was a revised policy, developed jointly between the Safety Department and Operational Leaders, that managed risk more thoroughly through specific training, qualifications, and evaluation practices.

Division Safety Committee Meetings - Flatiron's Division Managers conduct regular meetings to evaluate and address safety performance within their respective Divisions. All professional staff participate in these meetings, which are recorded for those unable to attend. The meeting starts with a Safety Moment from an operations leader, where a real life experience is shared, creating a personal connection with the selected topic. In addition, trends and stats are reviewed and actions are assigned to our professional staff.

A recent example from our Mid Atlantic Division involved the creation of a task force consisting of an Operations Manager, Procurement Manager, and Project Manager to evaluate subcontractor safety management. They presented their findings at the Division meeting, which subsequently resulted in institutionalized improvements of subcontractor management strategies across the region.

Weekly Key Performance (KPI) Reporting - Flatiron's Division Managers are involved in tracking the results of electronic field inspections completed by operations and safety personnel. They follow up on items of concern directly with Project Managers, and often times participate directly in the project safety assessments.

Annual Construction Safety Week - Despite the challenges presented by Covid-19, Flatiron leveraged our internal communications strategy to deliver a personal message from five Executive Management members to our craft workers each day of safety week, underscoring that worker safety is the foundation of our corporate culture. Selected topics included Hand Safety, Material Handling, Working Around Equipment, and Access/Egress.

SAFETY & RISK MANAGEMENT INNOVATIONS

In 2020, Flatiron developed a custom software for performing safety assessments with Aclaimant. Our vision was to develop a system that generates practical reports, and also helps us develop actionable trend data. Additionally, we recognized the potential for using an electronic audit tool as a teaching platform, leading to a deeper knowledge of Flatiron policies for all platform users.

- Innovations Continued -

At the start of 2021, we mined our database for information to guide the development of our Strategic Plan and Performance Goals. Based on our analysis, we determined that our highest risk for injury occurred in one of these four areas: 1) Access and Egress, 2) Manual Material Handling, 3) Hand and Power Tool Use, and 4) Working Around Heavy Equipment. Having identified these as our Focus Areas, specific strategies were developed to manage and monitor these risks.

To reduce Access/Egress related injuries, we implemented various strategies throughout the year: 1) Developed training aides and toolbox topics, 2) Created an illustrated “Best Practice Guide” using real examples from model projects, 3) Added Access/Egress as a specific planning element in foremen’s Daily Risk Assessment tool, 4) Tagged incidents related to Access/Egress and shared learnings with organization, and 5) Made Access/Egress a separate audit element in Aclaimant.

In 2021, we met our goal of reducing Access/Egress related injuries by 30%. Similar strategies were employed to reduce Material Handling and Tool Use injuries. One particularly innovative element was our “Hands Off” campaign. Our analysis revealed that gloves were not an effective strategy for preventing most hand injuries we experienced. We introduced the concept of using mechanical means for handling large, heavy, awkward, sharp or otherwise hazardous items. We dubbed this the “Hands Off” concept, and developed a substantial training and communication program around it.

We involved employees by creating contests where ideas were submitted and evaluated by a panel. Individuals whose ideas were selected for implementation received a prize. We saw incredible participation from our labor force who submitted methods for safer manipulation of trench plate, driving stakes, installing erosion control, installing manhole covers and grates, securing lumber, handling pipe and many more.

With these ideas, we continue to build our Hands Off Best Practice Guide, posters, and tool box topics. In 2021, we beat our goal of reducing hand injuries by 30%.

Another innovative use of technology was employed for training workers around Heavy Equipment. Posters with QR Codes were developed, which allowed anyone with a smart device to view our video demonstrating how to approach or walk around heavy equipment. Flatiron will continue to develop short, visual learning experiences using this technology.

SAFETY AND RISK MANAGEMENT PROGRAM DESCRIPTION

MANAGEMENT OWNERSHIP AND INVOLVEMENT - Flatiron's senior managers lead our safety and health program by developing Annual Strategic Plans that address safety expectations and goals for their respective regions. These expectations are clearly communicated to our operations teams who are accountable for meeting stated goals.

An example of senior managers driving safety throughout the organization occurred shortly after introducing our “Hands Off” campaign. At a safety committee meeting in our Mid Atlantic Division, a senior operations manager suggested that we create a contest for the best “Hands Off” ideas submitted by craft employees. The committee independently established the process for communicating the contest, collecting submittals, judging, awarding prizes, and implementing the most advantageous ideas. Subsequently, this initiative was shared with other Division VP’s, similarly initiated a contest. This occurred organically throughout the organization at the direction of our Division VP’s.

- Program Description Continued -

Another example involves the use of our Safety Policy Variance Request process. Often, Flatiron safety policy exceeds regulatory requirements. Occasionally, there is a need to perform a task in a way that complies with regulatory standards, but not with Flatiron's enhanced safety requirements. In these cases, a Project Manager may request a Policy Variance from the Division VP, and Division Safety Manager.

In this case, a Division VP in California rejected a variance request on multiple occasions for work in proximity to overhead electrical lines. Although the plan was in compliance with regulatory requirements, the VP insisted that improvements to the engineering could be made which would increase the margin of safety around the power lines. He challenged the project team to create a better plan which they did and completed the work safely.

RISK ID & ANALYSIS - Project management teams perform a written documented risk assessment of each work phase before the activity is approved. Safety managers also attend 3 week look ahead meetings to consider the upcoming scope of work. Potential challenges are discussed so that a plan is developed to proactively address hazards.

Flatiron also involves foremen, superintendents, and other subject matter experts (SMEs) in order to learn more about potential high risk operations. This knowledge and detail is then communicated via Hold Point meetings, which are required for recognized high risk operations such as critical crane lifts, false work erection, pile driving, or activities involving confined space entry.

Risk analysis and prevention is communicated through construction planning meetings, JHA / SOP reviews, and work packages.

We also use historical data, including trends identified in Aclaimant, to establish focus areas, such as underground and overhead utility avoidance. A recent example involved our team in Texas focusing training efforts on utility avoidance based on trending information within the Aclaimant system involving operations in another state.

TASK DESIGN - Flatiron emphasizes the Hierarchy of Controls when evaluating tasks, hazards and controls. A few examples of engineering controls implemented by our employees and project teams include: (1) barrier device constructed around the perimeter of roller screed contact point to prevent struck by injuries (2) Guy guide markers made of high impact, high visibility material to protect exposed guy wires on false work (3) development of an engineer approved, one person overhang platform by one of our project teams. The work platform is utilized on Mechanically Stabilized Earth (MSE) walls adjacent to I-95 freeway traffic, since the use of mechanized equipment is infeasible.

SAFE WORK METHODS - Flatiron establishes safe work by means of our Standard Operating Procedures (SOP). These guidelines form the basis for creating a site specific Job Hazard Analysis (JHA) to address the overall scope of work, along with hazards and control measures. Finally, each work crew utilizes a Daily Risk Assessment to cover smaller more defined tasks.

WORKER ENGAGEMENT, INVOLVEMENT, AND PARTICIPATION - Flatiron values the input of our employees at all levels, especially those in craft positions.

An example of how Flatiron involves craft employees from Colorado involves their use of safety

- Program Description Continued -

committees. Each month, projects conduct a craft safety committee meeting. Select field employees are chosen by their peers to act as a liaison between craft workers and management. Each craft person is identified by a special sticker on their hard hat. The expectation is that anyone on their crew or another can approach them with ideas, concerns and good practices observed in the field.

During the meeting, project managers and superintendents discuss feedback from the field and create action items to be assigned to managers. This creates an open line of communication, and no topic is off limits. A blame free approach serves to support the culture that field employees work so hard to create.

Flatiron also encourages 1 on 1 field conversations. We've noticed that a considerable number of ideas to improve safety are often born from these regular yet simple discussions with craft employees. Superintendents ensure that each crew conducts a Daily Risk Analysis for their scope of work. Foremen facilitate this meeting with the input of crew members. All known hazards are addressed and mitigated by the crew, which provides them ownership and responsibility.

SAFETY TRAINING AND VALIDATION OF TRAINING - Flatiron has developed over 50 Safety Policies and Procedures (SPP's) relevant to our work. Each SPP outlines: 1) type of training required by the policy, 2) employees required to take the training, 3) frequency of training, and 4) qualifications for the trainer.

We also provide Flatiron instructors with in-house developed training material custom developed for our internal policies. This includes training guides, student guides, user course handouts, videos and other audio/visual aids. Employee safety training is validated by a mix of classroom participation, hands on exercises, written knowledge assessments, practical evaluations, employee interviews and safety observations.

SUBCONTRACTOR MANAGEMENT - Flatiron's subcontractor management program includes the use of a questionnaire for gathering information about a subs scope of work, safety performance, key personnel and safety program. Pre-construction meetings are held with new subs to review project safety requirements before work can begin. Subcontractors also undergo Flatiron's site specific safety orientation. Each subcontractor is assigned a sponsor to monitor and support them throughout the project.

EMERGENCY AND CRISIS MANAGEMENT - Flatiron's emergency and crisis management plan focuses on Prevention, Preparation, Response, Escalation, and Recovery / Return to Normal. Each project develops a site-specific plan using our approved guideline and template. Unique elements of our approach include the requirement to perform Crisis Scenario Pre-Planning specifically to implement measures which help prevent the crisis from occurring.

A second unique objective is to use this pre-planning to identify and procure materials and resources that might be needed in the event of said crisis. Another innovative feature of our planning is identifying the framework for recovery and return to normal following a crisis. The Crisis Management Team Leader coordinates with the local project emergency team to ensure that (1) all mitigation and contingencies have been completed (2) a recovery plan is in place and (3) it is safe to resume normal business operations.

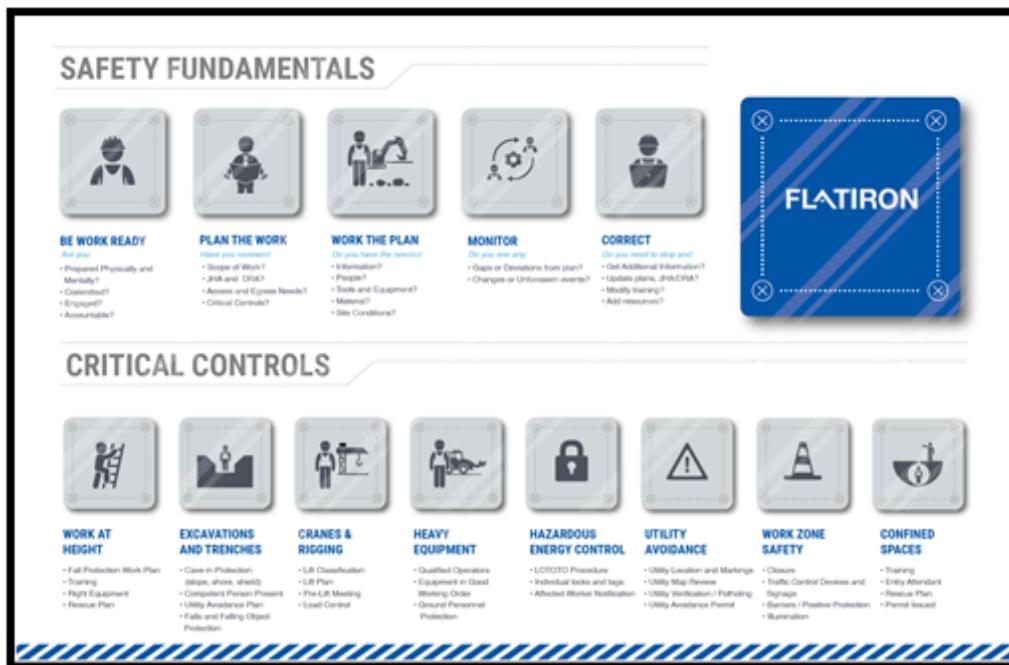
- Program Description Continued -

SAFETY CULTURE AND RECOGNITION - Flatiron has established a robust safety management system that emphasizes effective planning, execution, evaluation, and continuous improvement of work activities. We believe strongly in having organizational standards, while still encouraging ownership, involvement, creativity and innovation at the field level. We recognize that craft workers can often times feel overwhelmed or overloaded with regulations, standards, procedures, policies, and other information.

Therefore, we are making a concerted effort to help our field employees focus on the basic, fundamental safety practices that are essential to creating a safe work environment. These fundamentals are the basic building blocks of our safety culture, and are applicable universally across Flatiron. They consist of 5 basic elements for every work activity, every day: Be Work Ready, Plan the Work, Work the Plan, Monitor, and Correct. We also identify 8 high risk activities that require the application of Critical Controls, which typically involve enhanced planning, training, permitting, and/or qualifications.

These include Work at Height, Excavations and Trenches, Cranes and Rigging, Heavy Equipment, Hazardous Energy Control, Utility Avoidance, Work Zone Safety, and Confined Space Entry. The Flatiron Safety Fundamentals are being prominently displayed and communicated throughout Flatiron by way of banners, posters, training, job boards, our intranet site, and other internal communication strategies.

For further information from Flatiron or sharing of best practices, please contact Rob Lopez, Vice President, Safety and Health at rlopez@flatironcorp.com.



2022 AGC-WTW CSEA TOP 10 SAFEST CONTRACTORS IN AMERICA



Kiewit



AT A GLANCE

Projects

- General Building
- Infrastructure

People

- Established 1884
- 28,000+ Employees

ABOUT OUR COMPANY

Kiewit Infrastructure West Co is one of North America's largest and most respected construction and engineering organizations. Our construction and design engineering professionals work on some of the industry's most complex, challenging, and rewarding projects – whether it's boring tunnels through mountains, turning rivers into energy, or building bridges that connect communities. Kiewit (KIWC) people tackle important projects of every size, in any market.

At Kiewit (KIWC), nothing is more important than safety. Our craft-led safety programs and commitment at all levels of our operations ensure our focus is on what matters most: that nobody gets hurt. This commitment to excellence extends to our quality, environmental, and compliance performance — which is how we drive successful projects for our clients. Kiewit (KIWC) earned a Total Recordable Incident Rate (TRIR) of 0.17 in 2021 and worked more than 4.7 million hours without a lost-time injury. While we lead the industry with our safety results, we also continuously strive to be better.

WHY WE DESERVED RECOGNITION

Kiewit (KIWC) is an industry leader in safety. Our program is founded on craft involvement, training, indoctrination, and never walking past an unsafe act or condition. Kiewit (KIWC) has one over-arching philosophy about safety: "Nobody Gets Hurt." This theme of no injuries and no incidents is



Kiewit's safety culture is defined by our mantra of "Nobody Gets Hurt". The concept that everyone returns home in the same condition they came to work and that absolutely every incident is preventable. It is not easy, but we have numerous examples of where our project teams have been able to accomplish this in some very difficult environments.

Message from Stan M. Driver, Senior Vice President, Kiewit Infrastructure West Co.

- Deserved Recognition Continued -

supported by management and employee engagement at all levels which is exemplified by the provision of the proper resources and tools to complete every job safely.

Craft-led safety is an approach that has led to industry-leading programs and performance. Kiewit's (KIWC) Craft Voice in Safety (CVIS) Program is a craftsmen behavior and ownership-based approach that concentrates on identifying and correcting at-risk behaviors before they cause an incident. It empowers every craftsman to take personal responsibility for the conditions and actions necessary to correct any conditions or at-risk behaviors. While administered by management and staff, CVIS allows Kiewit (KIWC) craft employees to take the lead and help refine our company's safety process by encouraging employees to observe one another and then provide feedback to identify at-risk, as well as safe behaviors. It also provides an opportunity for employees to coach one another and to develop a sense of ownership in the safety process.

SAFETY & RISK MANAGEMENT INNOVATIONS

A core aspect of our safety program is CVIS, which creates a culture where everyone has a voice. Craft are taking care of craft, in a partnership with management, through ownership, communication and prevention to achieve our goal of nobody gets hurt. Since implementing the CVIS Program in 2008, Kiewit's (KIWC) safety incident rate has improved 109%.

The following innovations are implemented on all Kiewit (KIWC) projects:

- Implementation of Leading Edge Safety Technology | Kiewit has been testing devices that would indicate heat-related illness before an employee experiences the signs and symptoms. The devices are fairly new but have already reduced heat-related illness during the summer. We also installed cameras on all our equipment for human equipment interaction mitigation.
- Life Saving Actions (LSAs) | An LSA is a hazard that can seriously injure a person. LSAs observations are recorded by team members on the jobsite through an app on their phone. On a weekly basis we tour the various operations to verify that all safeguards related to LSA categories are in place. We are proactive and focused training is put in place for the categories with the highest LSA trends/observations.
- Safety Scorecard Audits | Kiewit has developed a standardized safety scorecard to ensure consistency across all projects. Scorecard categories include field compliance, CVIS, LSA observations, training, and signage and each job is audited on a quarterly basis by a manager from a different project.

SAFETY AND RISK MANAGEMENT PROGRAM DESCRIPTION

MANAGEMENT OWNERSHIP AND LEADERSHIP INVOLVEMENT - As part of Kiewit's (KIWC) company-wide focus on safety, senior management are notified of all incidents and are involved in corrective actions. Safety culture, indoctrination, and ongoing training are only a few of the Safety Programs led by our managers.

Senior management empowers craft through stop work, responsibility, and authority. Management supports the effort by being in the field, observing, and providing training, but most importantly, talking with craft about their authority and responsibilities to identify and report unsafe conditions.

Safety is a full-time commitment on everyone's part, not just the safety management team. Safety

- Program Description Continued -

must be integrated into everything we do as we plan and execute our work throughout the day. That is the Kiewit (KIWC) commitment to safety. From Toolbox Safety Talks, trainings put on in the field by the foreman, to senior management safety tours, our team is committed to safety. We hold all employees including craft, staff, and subcontractors accountable for supporting our safety culture with clients and commit to planning, promoting, and maintaining a safe, incident-free environment.



ENGINEERING CONTROLS AND DESIGN FOR SAFETY - We integrate safety at every step of the process, starting with construction input on safety during design. During the planning process of a project, we look to plan engineer control hazards out of the work. For example, for fall hazards, we try to eliminate the need for fall protection by designing and constructing work access platforms that are fully encased with handrails, so craft do not have to be tied off while working. We emphasize and place more value on a safe workplace and preventing injuries.

SAFE WORK METHODS (PLANNING AND VALIDATION) - Through setting clear expectations, proper planning, and continual communication, we can eliminate safety hazards and prevent damage, injury, and loss to our craft. We hold readiness review meetings that management including safety professionals are included in where we present and walk-through plans to respected departments. Based on the discussion and review adjustments will be made to the plan accordingly. From there the plan is reviewed by craft responsible for building the work to utilize their expertise. Crew input is vital to developed good work.

During the review meeting the plan is comprised of a step-by-step procedure where hazards are identified for each step and mitigation for those hazards are developed, with a primary goal of eliminating the hazard all together. To validate our planning procedures, we go out and verify the plan we had is what we are executing in the field.

WORKER ENGAGEMENT, INVOLVEMENT, AND PARTICIPATION - Safety culture drives personnel to recognize their own safety, as well as the safety of their co-workers and the traveling public. Project managers are expected to conduct and document weekly safety tours recognizing any safety deficiencies and promoting activities done correctly. This gives the project manager the opportunity to interact with and get feedback from both craft and staff.

Our Play-of- the-Day (POD) meetings proactively engage our clients and encourage participation in meetings and activities. The POD meeting is facilitated by the construction manager and topics include but are not limited to safety, quality, environmental, and operations for the upcoming night shift and day shift. All discipline managers, superintendents, and engineers attend the POD meeting and are available to answer questions.

SAFETY TRAINING AND VALIDATION OF TRAINING - Safety training is crucial to providing an incident-free work environment where Nobody Gets Hurt. Training begins with a job-specific, four-step indoctrination process, developed, and implemented with the involvement of craft, that is mandatory for all new employees and subcontractors. Prior to the start of the project, the management team identifies any areas where focused training should be performed. All supervisors who conduct orientation training first complete a training program that ensures the supervisor conveys the appropriate messages to the new hire.

- Program Description Continued -

All new workers are indoctrinated by the project business manager, discipline superintendent, craft foreman, and project manager. This four-step process begins on the first day of employment and is signified by a green sticker on their hard hat which is revisited 30 days after hire with an interview by the project manager. After 30 days, project managers verify that the most important aspects of the safety program are understood. This is an opportunity for both the new hire and project manager to receive feedback and discuss lessons learned from previous work experience. This also ensures that the values and culture of Kiewit (KIWC) and the project-specific safety requirements are communicated and reinforced with a dedicated focus on new hires.

The management team also conducts a tool training using the tools onsite used for the project. By conducting hands on tool training this gives the superintendent and or safety manager the opportunity to interact with our craft men and women to show them how Kiewit (KIWC) and the manufacturer of the tool expects them to be used safely. In addition to the tool training, each project hosts specific trainings periodically, also known as “schools” that relate to operations on the project such as mixer truck school, track school, etc.

How do we validate the training received was effective? Training is verified by testing methods and field competence observations. Training programs include general knowledge and safety training, industry orientation, OSHA 10, first aid/CPR, construction math, plan reading, and equipment safety.

SAFETY CULTURE AND RECOGNITION - We are committed to creating an incident-free work environment on every project through open communication, continual safety training, and an unwavering attention to the safety and well-being of our workers.

We currently recognize our craftsmen through milestones. These milestones are typically based on multiple factors including, but not limited to execution of the project safety program, 100% reporting of all incidents and hurts, utilizing the CVIS program, and having a good attitude or morale related to the safety program. We recognize projects and teams by the effort of executing a world class safety program.

For further information from Kiewit (KIWC) or sharing of best practices, please contact Rob Murphy, District Safety Manager, at Rob.Murphy@Kiewit.com.

2022 AGC-WTW CSEA TOP 10 SAFEST CONTRACTORS IN AMERICA



**SATTERFIELD & PONTIKES
CONSTRUCTION, INC.**



AT A GLANCE

Expertise

- Construction Management
- Consulting
- Construction Technologies

People

- Established 1989
- 600+ Employees

ABOUT OUR COMPANY

Satterfield & Pontikes Construction (S&P) was formed in 1989 in Houston, Texas. S&P has served as a general contractor or construction manager for hundreds of projects throughout Texas and in many other states. S&P provides preconstruction, design-build, construction management, general contracting and construction consulting services. Satterfield & Pontikes is an innovator in construction management systems and has pioneered numerous technological advances.

With offices in Houston, Dallas/Fort Worth, Austin and San Antonio and business units in Los Angeles and New York City, S&P's extensive portfolio includes aviation, commercial, education, government, healthcare, industrial, mission critical and multi-family projects.

Satterfield & Pontikes is consistently recognized as a leader in safety excellence. Recent awards include a National Safety Excellence Award from ABC, recognition for Safety Excellence from ENR for the Klein Cain High School and Cypress Park High School projects, and the 2022 AGC Construction Safety Excellence Award. S&P has been recognized with numerous construction awards by AGC, ABC and ENR for the best projects in the nation and named a Top Workplace by the Houston Chronicle in 2019, 2020 and 2021.



Satterfield & Pontikes Construction is a first-generation, entrepreneurial company dedicated to growing the best construction organization possible. The excellence we seek comes from vision, hard work, and a belief there is nothing we can't do. In over 33 years of existence, these basic tenets have served us very well, but there is one more commitment that is even more important and more fundamental to our success and that is an absolute commitment to safety.

**Message from Satterfield & Pontikes
Senior Leadership**

WHY WE DESERVED RECOGNITION

As the winner of the AGC Construction Safety Excellence Grand Award for 2020, Satterfield & Pontikes Construction is one of the most forward-thinking contractors in the U.S. Since the company's founding more than 30 years ago, S&P has continually focused on, improved, and innovated its safety approach. What stands out about S&P's approach to safety is its simplicity; it is straightforward and uncomplicated. The fundamentals start with Taking Safety to Where It is Needed. We "deliver" it to where people are and make it accessible. Using technology makes safety available and accessible to everyone, for instance:

- We leverage the technology and tools we use to build better and safer
- We incorporate safety into project planning
- We expand the reach of Emergency communications and other critical updates
- We View Total Human Health as Imperative



Leveraging Tools and Common Practices - An innovative example of using technology that many companies already possess provides a simple, inexpensive, and productive process for safety. Using OpenSpace 360 Image Capture software and a camera on a worker's helmet, site walks are recorded on video and uploaded to the Internet for owners and architects to review construction progress. This process also has a dual purpose; it is also very useful for safety.

S&P safety personnel use this technology on their daily site walks to produce 360-degree videos that can be reviewed from the job site or the corporate office and enable us to quickly identify safety issues. S&P first demonstrated the capabilities of OpenSpace for safety a few years ago in constructing a school in Aledo, Texas, and has continued with its utilization, currently implementing it on other projects. While most companies do not use this technology for project safety, this process provides a simple, inexpensive way to enhance safe construction.

Building Safety into Project Approach - S&P further utilizes technology to be proactive in enhancing safety processes. S&P has been an advanced user of Building Information Modeling (BIM) in construction for many years. Today, our safety personnel regularly collaborate with our BIM team to analyze 3-D models, drawings, and construction specifications to determine where we might encounter project safety issues.

We plan ahead for safety during the preconstruction process, and this allows us to stay ahead of the safety issues. In the rush of the bidding process to complete pricing and other information to meet a bid deadline, contractors can put digging into the safety aspects of a project on the back burner during preconstruction.

S&P looks at all the safety factors in depth from the very beginning. We use the 3-D models during preconstruction, looking at how something will be built and with an eye toward what could go wrong,

- Why We Deserve Recognition Continued -

and incorporate a better way into the plan. Our virtual design and construction constructability analysis and planning allow us to identify potential hurdles before a project commences to ensure a streamlined, and safer, project.

Expanding Reach of Emergency Communications - For emergency communications, S&P similarly is proactive rather than reactive. We use the RedFlag Notifications mass notification system to rapidly and reliably reach people in real time, no matter where they are, and provide faster resolutions of

urgent situations. The multi-channel system includes the Microsoft Teams communication platform, work and personal email, as well as text. It also has the capability for robocall notifications. Most importantly, it has a far greater and more reliable reach.

The RedFlag system can provide alerts for daily health checks, COVID health declarations and updates, and for events such as power outages, floods and freezes. S&P is at the forefront of this growing trend in emergency notifications for safety.

Total Human Health - In addition, S&P has implemented the concept of Total Human Health, which encompasses not only addressing the physical hazards associated with construction work but also integrating the physical and mental health and well-being of workers. S&P has expanded on traditional safety programs that primarily strive to ensure that work is safe on the job site.

We recognize that job-related factors impact the well-being of workers and their families. Mental health issues arise from the high work-pressure environment to meet strict deadlines in our industry. Construction has among the highest suicide rates of any industry, according to the Center for Disease Control and Prevention (CDC), with deaths by suicide five times higher than all construction deaths combined.

If we can positively impact workers' mental health, we can also have safer jobsites. S&P's safety and HR departments provide resiliency training and other mental health resources in our comprehensive Total Human Health approach. For example, Headversity is a workplace mental health and resiliency training platform available to all our employees. We also have "Mental Health May" and "Suicide Prevention September" social media campaigns to raise awareness of the mental health crisis in construction.

In summary, S&P's commitment to safety starts at the top and there is a complete dedication throughout the company. Our continual pursuit of excellence demands that we never accept anything other than the best, especially in safety. The focus, discipline, and rigor required to maintain an exceptional safety culture enhances every other element of our business and brings benefit every day. For S&P, Safety is not a slogan, it is not a tool or even a process, it is an absolute, unbreakable core element of who we are.

For further information from Satterfield & Pointikes or sharing of best practices, please contact Cody Simmons, Safety Director at csimmons@satpon.com.

2022 AGC-WTW CSEA TOP 10 SAFEST CONTRACTORS IN AMERICA



SUNDT

AT A GLANCE

Projects

- Infrastructure
- General Building
- Industrial

People

- Established 1890
- 100% Employee Owned



Sundt's safety program, Safety By Choice, takes a people-based approach to why we work safe. Beyond comprehensive safety training for our employees, we focus on our reasons to stay safe: family, friends, health, and hobbies. By emphasizing great safety choices and providing recognition to those who make them, we maintain a positive safety culture while improving Sundt's overall safety performance.

Message from Sundt Construction Senior Leadership



ABOUT OUR COMPANY

Established in 1890, Sundt is one of the oldest builders in the country. Our expertise spans multiple markets, including transportation, industrial, building, concrete, and renewables.

We are 100% owned by our 2,000+ employees and located across 11 offices and projects throughout southwestern US. As the only two-time winner of the AGC's National Construction Safety Excellence Award (CSEA), Sundt is the industry leader in safety. Finding new ways to address the biggest threats to worker safety, we are taking active, measurable steps to move beyond the industry status quo.

WHY WE DESERVED RECOGNITION

Sundt's best-of-the-best safety program influences the industry, is backed by science, and surpasses general compliance-based models.

In 2021, to further our impact on the industry, Sundt accepted a board position with the Construction Safety Research Alliance in the mission to eliminate serious incidents and fatalities in the construction industry with transformative research and defensible science. Also, our top management invested in enhancing our project and safety management software. Next, they were the key participants of a new, culture-driving process targeted at top management called the Safety Leadership Inventory (SLI).

- Deserved Recognition Continued -

On a quarterly basis, top managers complete the SLI which is a scored survey that measures their personal involvement in our 20 key-performance indicators. Groups of top managers meet on a quarterly basis to score and share their SLI results. This process keeps the critical aspects of our program fresh in the minds of our top management and has been a highly valuable tool. One KPI consists of conducting at least one safety walk per month to engage project teams and craft while ensuring compliance and “Relentless Housekeeping”. A second KPI is their involvement in our incident analysis process which includes attending incident review meetings and identifying trends/corrective actions.

Our best-in-class President and CEO, Mike Hoover, exhibits an obsession for the frontlines and is our greatest safety advocate. With constant visits to our various offices and job sites, Mike demonstrates his involvement with safety by conducting safety walks and talks. Mike’s townhall meetings always have a deep dive into our safety performance and the content is masterfully delivered by Mike himself—not delegated to a safety manager. This year, Mike led in Sundt’s movement to helmets with chin straps to prevent secondary head impacts on the job. In conclusion, our management from the top down has a reputation of owning our safety performance and culture.

SAFETY & RISK MANAGEMENT INNOVATIONS

We have six new innovations to share from 2021 and each of them centers around having quality interactions with our craft workers.

To aid our craft in effectively planning safety for their daily tasks, we built nearly 100 “Red Boards” that were deployed across our projects. Each morning, our craft gather for stretch and flex and task-safety planning around these Red Boards that are updated daily to reflect STCKY exposures (Stuff That Can Kill You), productivity challenges, important notices, etc. This innovation has allowed our craft to have meaningful and relevant conversations about safety for the day. Personnel take turns leading the daily talks and many happily volunteer to jot their ideas on the boards. This innovation has caused safety meetings to go from one person dictating a message to more of a group discussion which has further fueled our safety climate.

Next, we innovated a better way for our craft to conduct their daily safety plans. Traditionally, our industry’s daily safety planning consists of a supervisor dictating the plan after attempting to cram all their details for the day onto a piece of paper. Sundt craft are now using an app called Risk Talk that drives and records their safety meetings. When we want to audit a daily safety plan, we don’t waste time trying to track down the paper that likely ended up in the foremen’s truck—we can audit the meetings from anywhere at any time and hear the essence of what was discussed. We have completed thousands of these safety meetings to date and our craft are highly appreciative of this practice.

We took safety orientation online to prevent the spread of COVID. The online format accommodates Spanish speakers, can be taken anytime/doesn’t require scheduling, can be completed before coming on site, is paperless, and allows our project management teams to spend more quality time directly engaging with the new personnel about the project. Similarly, we moved our safety climate surveys online which has allowed intense data mining, faster deployment, and more frequent use of the surveys.

- Innovations Continued -

We developed a new safety inspection app for STCKY Walks. The app is strikingly intuitive and drives our leaders to ensure the safe execution of controls for high-energy exposures. Our safety team was trained on the app's development and makes enhancements on the fly for the frontlines. By using the app to guide their STCKY Walks, our people have deeper and more impactful conversations with the craft.

To aid our compliance with equipment inspections, a task force created an equipment inspection app for our operators and mechanics. The mobile-friendly and intuitive interface prevents pencil whipping of daily inspections while also notifying our equipment department when maintenance is needed (without any additional phone calls, emails, etc.).

Lastly, we wanted to outfit our craft with the most comfortable and protective gear, so we worked with manufacturers to design gloves and full-body harnesses. The innovative gloves have a sewn-in, leather-palm patch for puncture and abrasion resistance.



SAFETY AND RISK MANAGEMENT PROGRAM DESCRIPTION

MANAGEMENT OWNERSHIP AND INVOLVEMENT - After an extensive pilot, our management enacted a chinstrap helmet policy because they are committed to preventing secondary head impacts. Training was given by our Division Managers which showed their ownership of the policy.

Our management is involved in SLIs, high-EMR contractor reviews, monthly safety walks, incident reviews, safety shares, and safety/STCKY week. Again in 2021, our management supported our company wide participation in Safety Week with project visits. During monthly project reviews, senior managers hold teams accountable for safety key performance indicators and conduct project safety walks where they engage workers.

RISK IDENTIFICATION AND ANALYSIS - When planning and assessing our work, our management teams use a science-based method that we call the STCKY Wheel. The method focuses on high-energy exposures and direct controls. Our jobsite leaders use pull planning and lookaheads to ensure safety controls are properly planned for. Sundt craft use red boards and Risk Talk for planning safety controls for their work.

Each year, our safety team analyzes trends and creates monthly awareness campaigns that consist of an enterprise-wide safety topic, toolbox talk, slide deck, STCKY video and more. For example, October's campaign was about fall protection and everyone received an informative, yet catchy desktop background picturing a worker erecting falsework while maintaining 100% tie off.

Our Executive Safety Committee is composed of senior management, meets monthly, explores new safe practices, and participates in the incident review process.

TASK DESIGN - We conduct design safety reviews that maximize safety for the workers, members of the public, and end users by ensuring compliance with regulations while targeting risks by "designing in" controls like taller parapets on roofs, gap-free edge protection, guarded skylights, pre-installed anchor points, etc. We frequently install isolation valves at existing facilities prior to starting

- Program Description Continued -

excavation work to prevent unplanned utility disruptions which is safer for our workers and facility occupants.

As an engineering control, we create detailed site logistics plans using software and digital modeling. We focus on the separation of people and equipment during construction activities, so we use models to predict how traffic will interact on site. We elect to install separate gates to keep pedestrians at a safe distance from equipment/trucks. Commonly, we will design the site's layout to prevent the backing of equipment.

Another risk we target with engineering controls is the planning and sequencing of leading-edge work. We identify which trades will be conducting leading-edge work, analyze their scope, and identify controls for eliminating or mitigating fall exposures. To prevent dropped objects, we analyze where edge protection systems and canopies will be installed.

We use pull planning at each project to effectively sequence work, prevent physically stacking trades or workers, and prevent out-of-sequence conflicts. Participants consist of each contractor and the Sundt project management team.

SAFE WORK METHODS - Sundt craft are using an app called Risk Talk to conduct their daily safety planning. The app prompts more thought and facilitates a higher level of engagement in the safety planning process. Our safety team uses the app to audit the daily safety plans and provide real-time and valuable feedback to the crew members.

Each project team completes, maintains, and implements a Safety Management Plan (SMP) that addresses project-specific risks and safe work methods. Each month, we validate that the SMP is effective via a review involving safety managers, project managers, district leadership, and executive managers. In addition, our area safety managers conduct quarterly audits of each SMP to validate effectiveness and implementation.

Each trade contractor is required and held accountable for implementing an adequate Work Plan which includes a Job Hazard Analysis (JHA) and Task Hazard Analyses (THA). JHAs cover the entire scope broken out by definable features of work while THAs supplement JHAs with daily/changing conditions or procedures.

To verify that Work Plans and JHAs are adequate, a Sundt safety professional reviews them prior to work taking place. During work, Work Plans, JHAs, and THAs are audited by the Sundt project team to verify effectiveness—especially when non-conformance or unsafe practices/conditions are identified. The frequency of THA audits conducted by Sundt employees is monitored and communicated, driving a high percentage of completion through accountability.



WORKER ENGAGEMENT, INVOLVEMENT, AND PARTICIPATION - We ensure worker engagement, involvement, and participation through work planning, recognition, SVIS, Relentless Housekeeping, our Foreman Development Program, climate surveys, and more.

Our craft are given the opportunity to plan their work, implement initiatives, and participate in incident

- Program Description Continued -

prevention/analysis. We provide a dedicated platform for craft to express their ideas for enhancing our safety program called Sundt Voices in Safety (SVIS), a project-based health and safety committee implemented to maximize both Sundt and trade partner craftworker involvement and feedback by providing a collaborative forum. SVIS is structured to encourage respect, collaboration, integrity, and innovation. The goals of SVIS are identify, implement, and recognize safe work practices; identify and correct hazards; instill HS&E commitment; and enhance craft engagement in HS&E.

Each project conducts preparatory meetings, pull planning, three-to-six-week lookaheads, and trade coordination meetings. These processes have been proven effective at identifying and mitigating risk—especially risk from trade stacking and overhead work. The people closest to the work are involved in these processes and therefore have decision-making power on how work is performed which positively affects safety. Our project managers and superintendents ensure adequate participation from each stakeholder involved in these processes.

Each project team writes a recognition plan that specifies a budget and addresses the site-specific methods that will be employed to show worker appreciation (i.e., tickets, drawings, on the spot appreciation, gift cards, certificates of appreciation, etc.).

Each project team writes a cleanliness plan and is expected to maintain “Relentless Housekeeping” which massively drives worker engagement by showing workers we care for them and want to provide them with a clean workplace. It also drives worker participation and involvement because they are provided with the resources and empowerment to take ownership of the site’s condition.

SAFETY TRAINING AND VALIDATION OF TRAINING -

Sundt has a culture of learning supported by our Talent Development group. We have a robust safety-training system for our operations staff that ensures completion of mandatory training. Our corporate safety trainer monitors this system and oversees its evolution. We developed a training video database specific to the processes and equipment used by our craft. When new personnel come to one of our sites, they attend orientation which consists of impactful videos and messaging leaving them empowered to work safely, speak up, and listen up.



We consistently validate that our training efforts are effective via field inspections and weekly safety quizzes. Each week, a safety question is emailed to all operations employees. A dashboard tracks the results and indicates where training needs enhancement.

Sundt’s “Center for Craft Excellence” has been highly successful at educating our people in multiple disciplines by providing necessary tools and training. We partnered with Central Arizona College to offer a three-year apprenticeship and five, one-year certificate programs in a variety of in-demand trades. This results in our craft employee-owners feeling motivated and empowered to perform their work safely and with high quality.

SUBCONTRACTOR MANAGEMENT - Some contractors exhibit negative safety trends or have an EMR over 1.0. Upon their identification, we bring our leadership together for a tough conversation that leads to enhanced partnering and re-focused commitment.

- Program Description Continued -

We thoroughly vet each contractor and hold preparatory and pre-installation meetings prior to allowing their mobilization. These meetings facilitate relationship building and ensure that expectations are laid out up front, so that everyone is on the same page with safety, quality, and production.

We hold Executive Safety Leadership events at our projects with owner reps, trade and Sundt executives, and safety professionals. We share a meal followed by a candid discussion about safety and a tour of the jobsite. While touring, executives visit with their people and express appreciation for safe work.

EMERGENCY AND CRISIS MANAGEMENT - Our HSE Team participates in the Sundt Crisis Committee that has a dedicated crisis phone number and email address that generate a series of notifications when contacted. All employees have the Sundt app which has an intuitive crisis module. The module contains response steps, recent crisis alerts, and a contact list.

In 2021, our committee continued to monitor and react to the COVID pandemic by meeting weekly and updating our response plan. We also held active shooter training and re-assessed our office locations to maximize security protocols. Our projects prepare for crises with regular practice drills/evacuations.

For further information from Sundt Construction or sharing of best practices, please contact Paul Levin, Vice President–Corporate Director of HS&E at plevin@sundt.com.



2022 AGC-WTW CSEA TOP 10 SAFEST CONTRACTORS IN AMERICA



AT A GLANCE

Projects

- Mechanical Construction
- General Building

People

- Established 1946
- 2,200+ Employees



At TD we set the tone for safety expectations. It's a way of life here. Our Safety culture is one of heavy safety process engagement and a relentless pursuit of finding and fixing hazards and safety planning.

Message from TDIndustries Senior Leadership



ABOUT OUR COMPANY

Celebrating 75 years of servant leadership and excellence, TDIndustries, Inc. is the premier facilities service and mechanical construction company serving the Southwest. TD has been finding solutions for customers' needs with innovative ideas and cost-saving solutions since 1946. With offices in Arizona, Colorado and Texas, TD is well-positioned to meet customers' needs and exceed their expectations on any project regardless of size, complexity, or location, within budget, and on time.

WHY WE DESERVED RECOGNITION

TD's core values begin with "Fiercely Protect the Safety of All Partners" for good reason. TD holds its safety systems and culture to the same high standards of other operational functions. Throughout 2021, TD saw continuous improvement in its safety objectives, culture and results. TD's approach and execution to safety has been effective, innovative and agile with its safety processes.

SAFETY & RISK MANAGEMENT INNOVATIONS

TD's safety team continuously analyzes and implements new safety technologies, solutions, innovation and process improvements throughout the company.

- Innovations Continued -

COVID-19 RESPONSE - As a Mechanical subcontractor, TD is a subject matter expert and a trusted advisor to customers regarding the spread of COVID-19 to make their facilities safer. TD created and sent resources to customers: indoor air quality webinars, safe building re-occupancy/readiness checklists to aid in reducing infectious disease through airborne particles.

TD developed bilingual Safety Protocols and FAQs, that are continuously updated and available to all Partners. As an essential business, TD's jobsites remained operational while support teams worked remotely. A phased-back increased-occupancy approach was put in place for Partners that needed to physically go into the office. Prior to entering a TD building, Partners must badge in and use a temperature scanner machine to ensure safe entry. Office signage includes temperature scanner instructions and all current additional COVID-19 safety protocols. In-person meetings are discouraged, but are socially distanced when necessary. Partners returning to or visiting a TD office are required to pre-screen and confirm they have watched the COVID-19 office safety video modules hosted on TD's LMS.

SIF PREVENTION - TD's safety engagement plans and strategies are focused on SIF prevention. This means we have specific goals, tools and safety engagement strategies designed to improve safety and reliability associated with our highest hazardous work activities. For example, we have included Work Permits for SIF potential activities into our Safety app, which allows for better visibility and review time of work activities by the safety team and created life-critical safety training for pressure testing tasks.

TD SAFETY APP POWERED BY SMARTTAGIT - This integrated mobile application has accelerated safety engagement. More than 1,000 users are capturing pre-task safety plans, safety inspections and observations, work permits, safety meeting rosters and more. Photos, videos, reporting and safety metrics are captured to continuously improve safety awareness, conditions and planning. This app took us from 12,000 safety observations per year to nearly 200,000 safety processes captured. Safety engagement is thriving and key to improvements. In 2021 alone roughly 30,000 safety processes specifically on COVID-19, lone worker daily symptom screenings, temperature check acknowledgments, daily jobsite COVID-19 protocol inspections and office COVID-19 safety inspections have been captured.

LEADERSHIP VIDEOS - Partners receive regular video updates from CEO Harold MacDowell with transparent information on current COVID-19 safety protocols.



MOBILE MEDICS AT TD - TD continues to see the use of our mobile medics evolve as part of our safety support team. 2 full-time, bilingual paramedics from Medcor Health Services serves TD's North and CentralTX businesses offering drug screens, vaccinations, COVID-19 PCR testing, medical visits, safety education, first aid response, respiratory fit testing, etc. This addresses first aid, wellness, safety concerns and reduces unnecessary clinic visits.

SAFETY AND RISK MANAGEMENT PROGRAM DESCRIPTION

Safety is at the forefront of everything TD does as one of the company's core values and one of the three business pillars in the company's 2025 Vision.

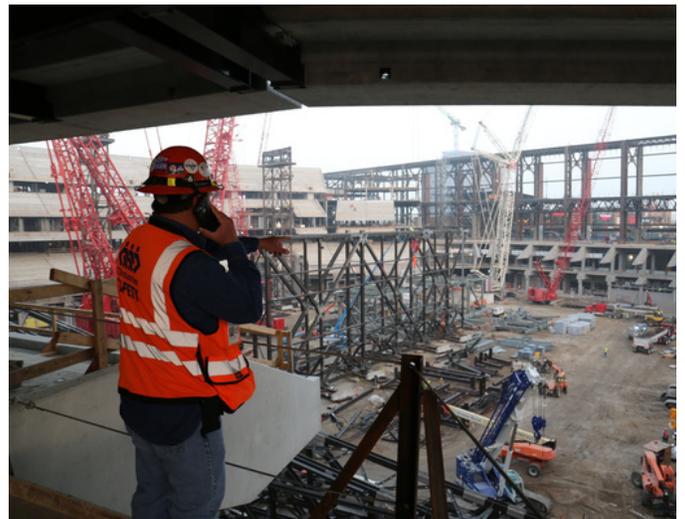
TD's number-one priority is ensuring that every partner goes home in the same condition they arrived to work that day. To ensure this, an industry-leading Safety program works closely with all TD business units and leadership to put partners in the safest position possible while in continuous pursuit of the company's 2025 vision of ZERO Harm.

Our safety vision ZERO Harm means that all Partners have a commitment to reduce the potential of serious injuries and fatalities and to use Stop Work Authority when necessary, ensuring that ALL safety events are reported no matter the level of severity. This ZERO Harm goal also means Partners are more focused on proactive safety, rather than reactive, metric or outcome-based safety, which has led to increased safety engagement.

TD has grown to 2,700 Partners in eight geographical offices in Texas, Arizona, and Colorado. To maintain high safety standards and have effective process roll-outs company-wide, throughout 30-plus business units, TD created the World Class Safety Team (WCST) and a Safety, Health & Environmental Center of Excellence to help oversee systems, programs, and initiatives.

Because field leaders, senior managers and the corporate VP of Safety, Health and Environmental make up the WCST committee, initiatives are balanced, highly strategic, and coordinated across the organization. New safety programs, systems and objectives are implemented faster, more effectively and more uniformly across the enterprise. This ensures consistency, availability of financial resources, adherence to the corporate mission and annual objectives, as well as thorough communication.

CORE VALUES - Fiercely Protecting the Safety of All Partners is one of TD's five core values, and it expands responsibility beyond the individual Partner. TD actively encourages Partners to use Stop Work Authority if they see a hazard. TD holds pre-task safety plan meetings daily, weekly safety meetings, stand downs after all injuries and a large-scale annual Safety Week. Partners are asked and expected to begin all meetings with a Safety Moment regardless of Business Unit. This includes office Partners. TD also holds quarterly performance review discussions in which all Partners are provided feedback on their performance, including safety specific feedback. Senior managers have a safety component tied to their monthly job review processes, which measures safety observation results, safety performance, safety events, incident findings and required safety observation goals.



SAFETY WEEK - Each May, TD participates in a week-long safety awareness campaign. Safety Week is a mid-year reminder to stop and assess our performance, adjust objectives accordingly, and raise our safety knowledge and awareness. This year, TD focused on protecting Partners through fall prevention training, Partner safety incident testimonials, emergency response drills, and heat-related illness prevention strategies through videos, training talks and an overall campaign.

- Program Description Continued -

MANAGEMENT OWNERSHIP AND INVOLVEMENT - TD's leadership has continued its commitment to implementing life-critical safety system expectations through the SIF prevention plan; and using a severity level incident process (SLIP) based on SIF potential rather than outcomes to score and respond to safety events and incidents.

CEO Harold MacDowell is a safety champion for TD, and frequently visits each geography during quarterly all-Partner meetings. He delivers safety results, reinforces safety values, listens to concerns and answers questions. He has initiated several safety programs over the past few years, including the World Class Safety Team (WCST), but MacDowell also understands the importance of leaning on senior leadership for a full group effort.

TD keeps safety at front of mind for all senior leaders. All meetings, board reviews, quarterlies, and monthly reports to the CEO begin with safety addresses. The executive and senior leadership teams also focus on this, so much that safety is TD's first entry on its corporate objectives. Each quarter, the World Class Safety Team meets to discuss Partner safety. During these meetings, department leaders raise concerns, discuss lessons learned, identify implementation strategies and build safety strategies. TD's Chief People Officer Steve Cunningham typically co-leads these meetings alongside the VP of Safety Jamie Dabbs, CSP, ASP, CRIS.

Whenever a safety incident occurs, TD's senior leadership receives an incident notification report that includes safety incident details including if the event had or didn't have SIF potential, and severity level. CEO MacDowell reviews each investigation within 24 hours, and the other leaders offer comments as well.

RISK IDENTIFICATION AND ANALYSIS - Reducing at-risk behaviors: TD enhanced its safety culture with an in-house Safety Engagement Program and emphasis on safety observations, which gives Partners the tools and safety processes to observe work, identify safety hazards and at-risk behaviors or conditions, and the ability to address those hazards with their fellow Partner(s) through effective conversations. This emphasizes a commitment to work safely and the correction of hazards in a positive manner.

For further information from TDIndustries or sharing of best practices, please contact Jamie Dabbs, Vice President, Safety, Health & Environmental at Jamie.Dabbs@TDIndustries.com.

CONSTRUCTION SAFETY EXCELLENCE AWARDS



Choate Construction Company

For more information on the CSEA, visit
WWW.AGC.ORG/CSEA



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