



Implementing a Complete Culture Shift

Who is Brock?



Industry Leader with **more than 65 years of experience** in specialty craft services, **17,000+ employees**, and nearly **\$1.5 billion in revenue**

- **Safety**
Bsafe is the personal embodiment of our relentless pursuit of, and overall commitment to, operational excellence.
- **Service Excellence**
We focus on delivering solutions that respond directly to customer needs and success metrics.
- **Long-Term Customer Alignment**
We focus on understanding each customer's business needs and drivers to align our execution plans and metrics for mutual success.
- **Resource Depth**
We have the ability to draw on both union and merit shop skilled resources, including a significant cross-trained workforce, to quickly and accurately address our customers' execution challenges.
- **First Pass Quality**
Our focus is on completing each task safely and successfully the first time, with no rework necessary. We deliver reliability.
- **Innovation**
We leverage solid expertise and a curiosity for new developments to create tools and techniques that deliver results.

Core Services

- Scaffolding
- Insulation
- Fireproofing
- Abatement
- Painting
- Concrete
- Carpentry
- Facilities Maintenance
- Operations Support

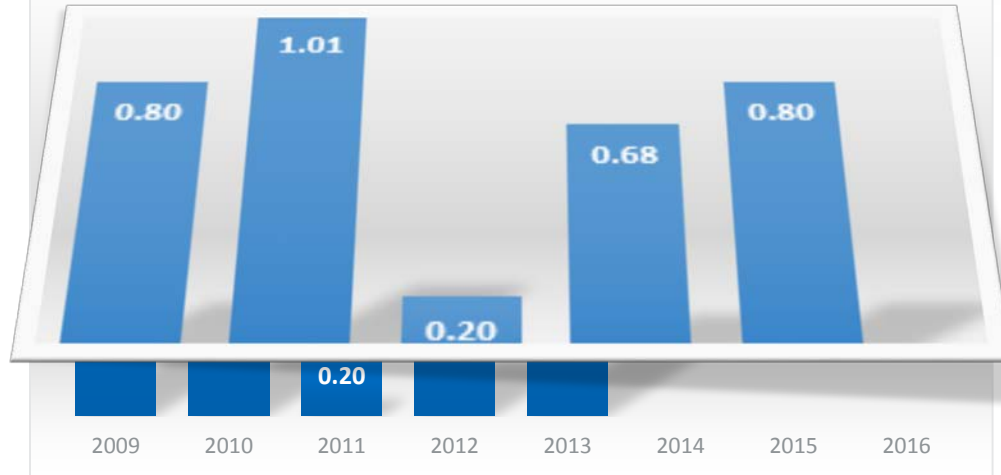


TAKE IT TO HEART!

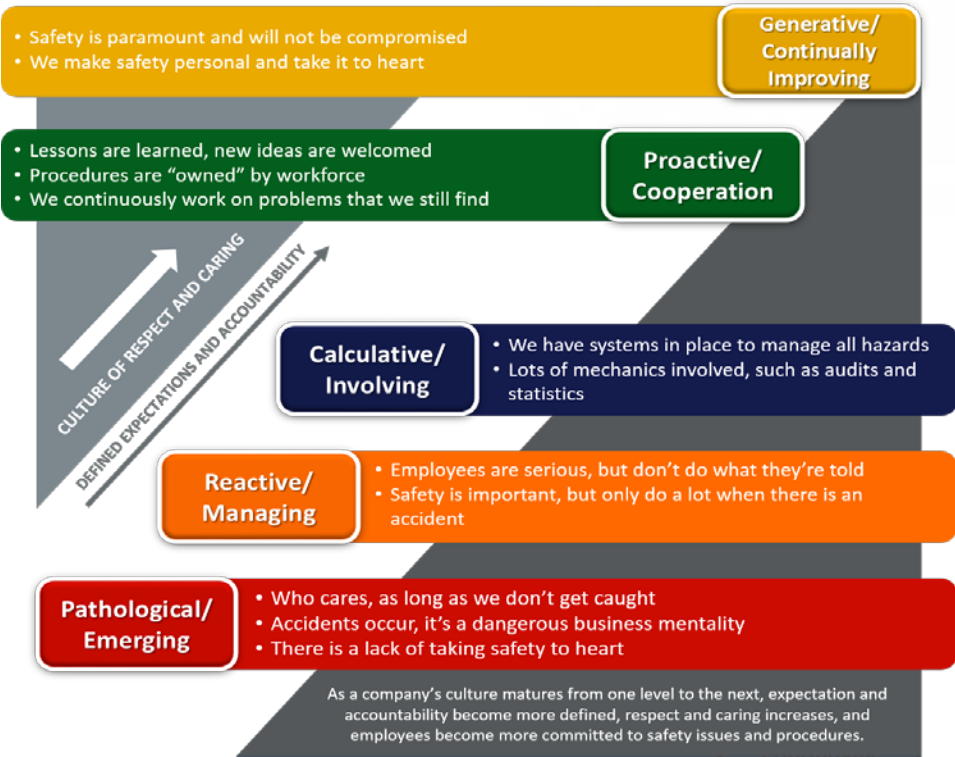
Journey to Excellence Through Respect and Caring



Total Recordable Incident Frequency



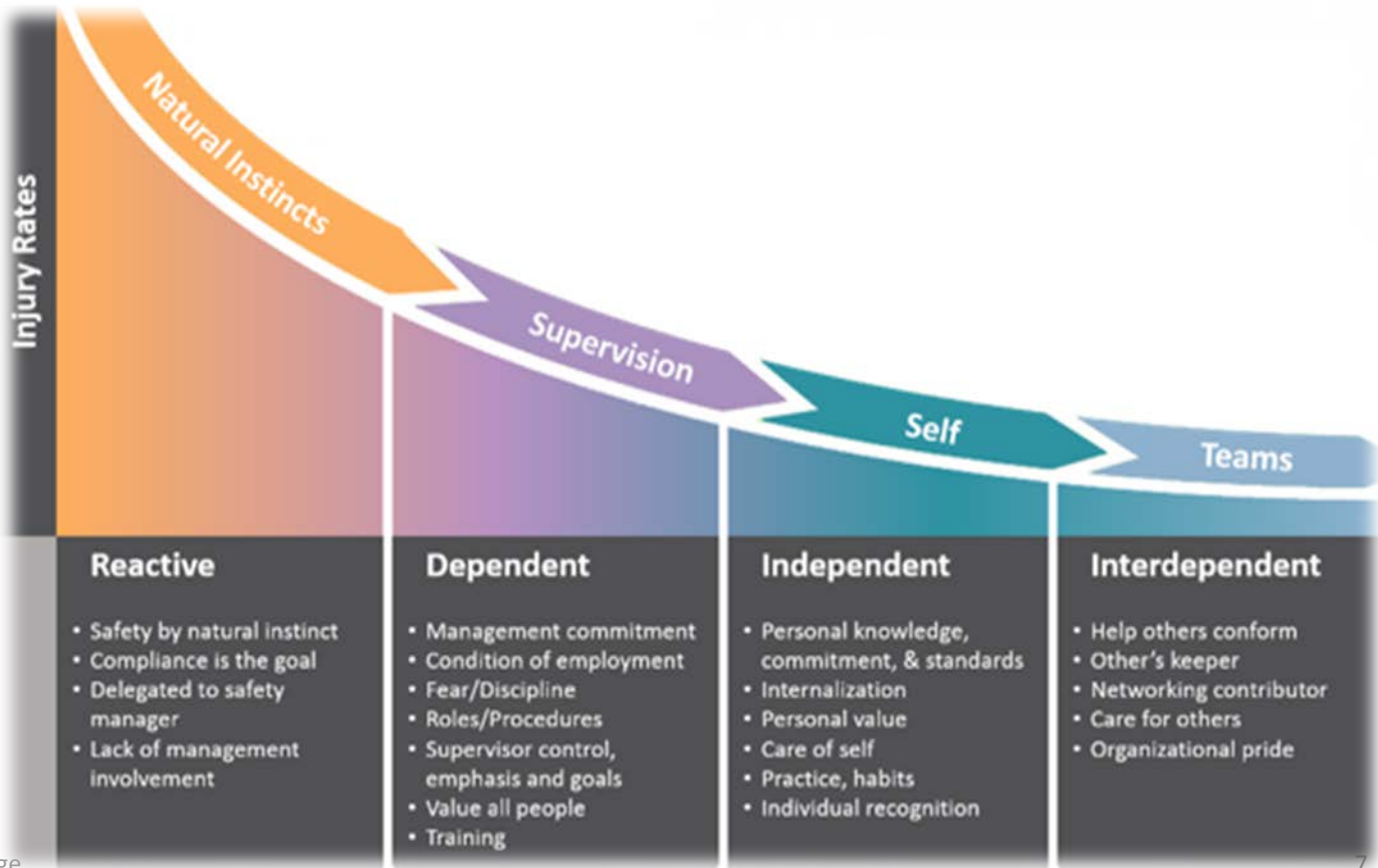
Brocks Safety Culture Shift



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Bsafe Initiatives – Monthly Focus



JANUARY Bsafe Recommitment 	FEBRUARY Overexertion 	MARCH PAUSE Process
APRIL Inspect what you Expect 	MAY Working at Heights 	JUNE Beat the Heat (South) Bsafe Rules for Life (North)
JULY HERO, Intervention, and Hazard Concern Reporting 	AUGUST Breaking the Trend 	SEPTEMBER Driver and Vehicle Safety
OCTOBER Beat the Cold (North) Bsafe Rules for Life (South) 	NOVEMBER Stop the Drop 	DECEMBER Personal Safety Take it to Heart/Take it Home

Bsafe Initiatives – Monthly Focus



- ◆ I will not compromise on safety.
- ◆ I take responsibility for my safety and the safety of others.
- ◆ Every job can be done safely and every incident can be avoided.
- ◆ My family and friends can count on me to come home safely every day.
- ◆ I know I can make a difference through safer behaviour.
- ◆ I will always intervene when I see an unsafe act or behaviour.
- ◆ I will follow and constantly strive to improve safety practices.
- ◆ Everyone can count on me to work safely.



Bsafe Initiatives – Monthly Focus



HELPING

If ever a company could speak about Helping others, Brock would be that company. For most, our title is or was helper at some point in our career; being a good help is what Brock teammates across the continent have in common. It stands to reason that being successful at Brock requires understanding how to help others.

As we go through the HERO series, we are examining what Helping Everyone Reach ZERO means at the job site. To begin, we are looking at the definition of help itself. Although no one can claim the perfect definition of "good help," we can all commit to doing more of it and expanding what help means at the job site. Therefore, we are examining these actions, coming to a commitment and then better helping others. Consider these questions as a team:

1. When you say "Helping others," what does that mean to you?
2. What makes Helping others hard to do at times or makes people hesitate to help?
3. Why should someone help others?

Good helpers first commit to Helping and then seek out the needs of others. Good help can be an extra set of eyes on a hazard hunt, a spare drink at lunch, an opened door, or any number of different activities. It can mean keeping your buddy on the deck when he had a long night or showing a short service worker who just joined the site how not to swing a hammer or pull a wrench towards their face.

It was once said, "We can't help Everyone, but Everyone can help someone," and that is the cornerstone of how we get to where we want to go. The question today is what that means to you and what your commitment to others means to safety. Commit to Helping Others and make an impact. In the end heroes and helpers have a lot in common, and it doesn't always take a cape to save a life. Heroes are a help, but did you know helpers are HEROes too?

EVERYONE

Have you ever noticed there are two types of characters in a movie? Main characters make a story by speaking and interacting with each other. In the background, the type-cast characters are the ones that never speak, never affect the plot and are hardly noticed. Type casters are the people like "Munch Lady," "Mail Boy," or even "Tank Driver." Typecasting people is a part of any movie, but have you ever noticed typecasting at the job site?

Sometimes we selectively define "Everyone" and that is the issue. Avoiding eye contact with an operator, the gate guard or even the "important" guy that makes you feel a little uncomfortable is a natural response to a potentially awkward situation. However, the HERO commitment involves a better definition of Everyone.

As you commit to safety, you may come to realize that you have to improve your definition of Everyone. Safety includes the other crews, other companies, strangers and clients. Drawing a small circle around the few people you interact with doesn't meet the HERO standard. If that stranger drops a tool or causes an incident, chances are that he will end up hurting someone. Don't hesitate to Reach out to strangers to prevent harm. Committing to ZERO harm means looking out for all people, as in EVERYONE. In the movies, typecasting serves a purpose, but on the job site — typecasting doesn't help Everyone Reach ZERO.



REACH

We don't talk enough about success when we talk about safety. Safe work goes hand in hand with job site success because safety has to be there. The Brock HERO series is all about Helping Everyone Reach ZERO and this discussion is about expanding our capabilities in true superhero fashion. After all, what is safety without some success as well? The conventional wisdoms of success apply to the task of achieving ZERO accidents and here are a few to consider.

1. Know what you want. Sometimes the difficulty in reaching goals is forgetting what they were in the first place. Look critically at what you want, and determine what that means to what you are doing right now. How does safety relate to your goals? Do you need safety to get the next promotion or to be there for your children?
2. Focus on achieving safety success today. It's easy to say you could be more successful somewhere else or some other time, but make today a success. Focus on the details, engage in the task and seek excellence one step at a time. Daily micro-successes built upon themselves. You plant a seed to grow a tree, and safety goals are no different. Consistently using the basics like the PHASE process, looking for the unseen hazards while completing your SHARP card, taking responsibility to communicate and correcting hazards, and providing great supervision in the field are seeds that grow into the great successes we seek in our work.
3. Look for the opportunity, not the excuse. You might be the only person in the company that can identify a particular hazard, make a particular impact, or save a person's life, but you will never know it if you are only looking at the negatives. Everyone can spot the negatives, that's easy. Spot the opportunity to make an impact, despite the difficulty of the job. Yes, it is challenging when you are tired, cold, hot, or exhausted, but it is also rewarding to make a difference despite that. Be the person that spots the opportunity to make a difference. Stopping an accident, identifying a safer work practice, Helping your site's Short Service Workers who just joined the site are all ways to Reach beyond the norms and make an impact.



ZERO

The idea of ZERO harm means achieving an incident-free workplace, regardless the severity. Even small incidents are not ZERO incidents. Headlines are always on the major events, but have you ever considered how much of an impact even a small injury can make on a livelihood?

The HERO series examined what Helping Everyone Reach ZERO means at the job site and it is apparent that achieving ZERO harm as a company requires good teamwork and a HERO mentality.

A team willing to help others prevent all harm is the HERO challenge. Seeking to help others, seeking to be more inclusive of those on the worksite, striving to achieve safety excellence and setting high standards is the mark. Most safety discussions seek to develop safe workers, but the HERO challenge is to make safe co-workers, and here is something to consider:

The consequence of even minor events can carry a heavy price when you consider someone's family, their earning ability and life enjoyment after the accident. Even small accidents can leave a lasting reminder and it takes great teamwork to prevent those effects. Never hesitate to intervene. Never hesitate to help. This is our commitment to Help Everyone Reach ZERO harm.

Bsafe!



Safety Performance – Where We Are



WE'RE STILL STANDING SAFETY STAND UP



October 3, 2016

We've now reached three quarters (75% of the year) and we've continued to demonstrate our safety excellence! Due to each and every one of you taking safety to heart, 2016 has continued to be a success! Over the past nine months we have had zero recordable injuries. This means that throughout all of Brock Canada we have not had a single medical aid or lost time injury this year. In the spirit of Project Best this is what it means to be best in class.

In fact, it has been 301 days since the last recordable injury for Brock Canada. Over those 301 days we have put in a total of 2,238,356 hours. Over those 2.2 million hours we've had approximately 9,920* toolbox talks, 11,360* safety meetings, 32,000 foreman/ management walks, and 2000* people sign the Bsafe commitment. This is important because Bsafe is the foundation of our organization's culture and it's critical that we take it to heart and make it more than just a matter of compliance; that we don't just talk the talk.

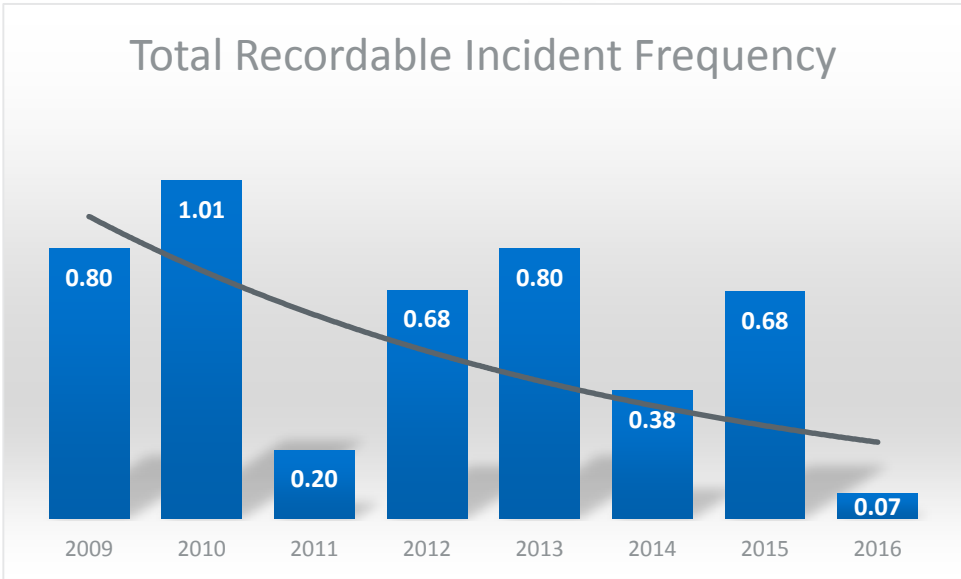
Our Bsafe culture is a culmination of all we do to ensure Zero Harm. Measures include promoting an atmosphere to create beliefs and attitudes that shape behaviours, focusing on a positive impact, and fostering a culture of respect and caring. The Bsafe culture has brought all levels of our organization together to work on common goals that everyone holds in high value and strengthens the organizational culture. It has encouraged everyone to feel responsible for safety and pursue it on a daily basis; for everyone to go beyond "the call of duty" to identify unsafe conditions and behaviours, and intervene to correct them. Our Bsafe culture has driven an attitude of caring and has proven our belief that ZERO is an attainable goal!



We've had many positive safety moments occur over the past 301 days. This is another one that marks a milestone of our success.

As part of our recognition program we would like to celebrate this milestone with lunch provided for everyone. We know that 100% safe work is a team effort.

*These are estimates only



B Safe
TAKE IT TO HEART!



Whose **HERO?** will you be?

Helping everyone reach **ZERO**