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**
  Bsafé 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
Branding BSafe

BUCKET

Journey to Excellence Through Respect and Caring
Safety Performance – Where We Were

Total Recordable Incident Frequency

- 2009: 0.80
- 2010: 1.01
- 2011: 0.20
- 2012: 0.68
- 2013: 0.80
- 2014: 0.80
- 2015: 0.80
- 2016: 0.80
Brocks Safety Culture Shift

- Safety is paramount and will not be compromised
- We make safety personal and take it to heart

- Lessons are learned, new ideas are welcomed
- Procedures are “owned” by workforce
- We continuously work on problems that we still find

- We have systems in place to manage all hazards
- Lots of mechanics involved, such as audits and statistics

- Employees are serious, but don’t do what they’re told
- Safety is important, but only do a lot when there is an accident

- Who cares, as long as we don’t get caught
- Accidents occur, it’s a dangerous business mentality
- There is a lack of taking safety to heart

As a company’s culture matures from one level to the next, expectation and accountability become more defined, respect and caring increases, and employees become more committed to safety issues and procedures.
Brocks Safety Culture Shift

Brock Canada – A Complete Culture Change
Brocks Safety Culture Shift

Reactive
- Safety by natural instinct
- Compliance is the goal
- Delegated to safety manager
- Lack of management involvement

Dependent
- Management commitment
- Condition of employment
- Fear/Discipline
- Roles/Procedures
- Supervisor control, emphasis and goals
- Value all people
- Training

Independent
- Personal knowledge, commitment, & standards
- Internalization
- Personal value
- Care of self
- Practice, habits
- Individual recognition

Interdependent
- Help others conform
- Other’s keeper
- Networking contributor
- Care for others
- Organizational pride

Brock Canada – A Complete Culture Change
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.
Helping everyone reach ZERO

HELPING EVERYONE REACH ZERO

HELPING everyone reach ZERO

REACH

Zero harm means removing the top few percent of the risk of injury or illness.-zeroing out the amount of risk associated with the tasks of our operations. It also means that we are able to provide a safe and healthy environment for everyone who works at Brock.

Everyone

Have you ever noticed that there are two types of characters in a movie? Main characters make a story by speaking and interacting with other people. The other characters are the ones that never speak, never affect the plot and are not noticed. Type casters are the people like "Black Lady," "Red Lady," or even "Trash Can". Typical people are a part of any movie, but have you ever noticed their presence at the job site?

1. Know what you want. Sometimes, the difficulty in reaching goals is forgetting what they were in the first place. Keep critically at what you want, and determine what that means to you when 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's success. Focus on the details, engage in the task and seek excellence one step at a time. Daily micro-successes build upon themselves. You plant a seed to grow a tree, and safety goals are no different. Consistently using the basics like the PAUSE process, looking for the unseen hazards while completing your SHARP card, taking responsibility to communicate and connecting 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 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 difficulties of the job. Yes, it is challenging, you are tired, cold, hot, or exhausted, but it is also rewarding to make a difference despite that. Be the person that others recognize for removing an accident, identifying a safer way, helping your site's short service work who just passed the site are all ways to Reach beyond the norms and make an impact.

ZER0

The idea of ZER0 harm means achieving an incident-free workplace, regardless of the severity. Even small accidents are not ZER0 accidents. Headlines are always on the major events, but you have ever considered how much of an impact even a small injury can make on a line worker?

The ZER0 series examined what Helping Everyone Reach ZER0 means at the job site and it's apparent that achieving ZER0 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, lacking to be more inclusive of those on the waitlists, striving to achieve safety excellence and setting high standards is the mark. Most safety discussions seem to develop safer 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 legacy of hardship and it takes greater efforts to prevent those effects. Never hesitate to intervene. Never hesitate to help. This is our commitment to Help Everyone Reach ZER0 harm.

Bsafe
Implementation

IT’S IN

OUR DNA

ONBOARDING

The Onboarding Program at Brock ensures employees within their role and ensures proper behavioral attitudes are developed early to maximize new employee success.

TRAINING

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

HAZARD RECOGNITION

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

MEASUREMENT

Brock utilizes metrics, reports, audits, and compares field engagements to measure the performance results of each employee.
We’ve now reached three quarters (75%) of the way 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 first-aid injury this year. It is quite an impressive feat and it is what it means to be best in class.

In fact, it has been 302 days since the last recordable injury for Brock Canada. Over those 302 days we have put in a total of 2,338,082 hours. Over those 2.3 million hours we have had approximately 9,937* toolbox talks, 31,903* safety meetings, 31,602* management visits, and 300* employees sign the Rogue commitment.

This is important because Rogue 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 checking the boxes that we don’t just talk the talk.

Our tribe culture is a summation of all we do to ensure Zero harm. Measures include promoting an atmosphere to ensure beliefs and attitudes that shape behaviors, focusing on a positive impact, and fostering a culture of respect and caring. The Rogue 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 appreciated for safety and pursue it on a daily basis. It ensures everyone to go beyond “the call of duty” to identify unsafe conditions and behaviors, and intervene to correct them. Our Rogue culture has driven an attitude of owning and has proven our belief that Zero is an achievable goal.

Total Recordable Incident Frequency

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