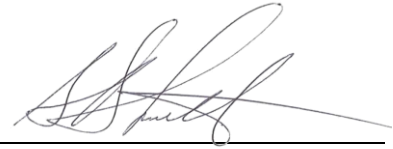


Strike is committed to continuous improvement and a culture of learning. By frequently sharing safety alerts and bulletins, originating from both within and outside the company, we are able to keep safety top of mind for our employees and contractors. We believe frequent safety communications help to maintain a strong safety culture.

Safety alerts are shared across the organization so that everyone is aware of events or incidents that may have happened in one division or location, and therefore benefit from the awareness this provides, as well as specific lessons learned that can be applied to each worksite.

HSE Communication bulletins complement safety alerts in that they proactively address current, upcoming, or seasonal issues that help to raise awareness or require action to maintain a safe workplace and prevent incidents and injuries.

APPROVED:

A handwritten signature in black ink, written over a horizontal line. The signature is stylized and appears to be "S. Smith".

Human and Organizational Performance systems, better known as HOP, argue that a better approach to improving safety performance is to understand that human error is inevitable and that it is through improving our safety systems, planning, training, and communication of lessons learned, that we can lessen the impact of error when they do happen.

The HOP philosophy reminds us that mistakes will happen; when they do we need to remember the 5 HOP Principles to ensure we don't miss an opportunity to learn, grow, and improve.

Principle #1 – Error is Normal.

We all make mistakes; we cannot expect our people to never make a mistake. We must build our safety systems to have the capacity to ensure no one is hurt or killed when a mistake does happen.

Principle #2 – Blame Fixes Nothing.

Blaming incidents on individuals is easy, we can always see after we know the outcome what someone should have done. If we seek to find blame, we may miss what we could have learned from the incident.

Principle #3 – Context Drives Behaviour.

People do things for a reason. The same person may make a very different choice in a different context. We need to understand why someone made the choice that led to the incident. If we don't address the context (i.e., schedule pressure, weather, leadership, training, equipment condition, etc.) we can never hope to change the outcome. The goal is to create a context where our workers will make the safest choice.

Principle #4 – Learning and Improving is Vital.

Every event is a new opportunity to learn. If we don't find and share the learnings, we are destined to repeat the same mistakes. No matter how advanced a safety program there is always room to improve. When an incident happens, we must look for the learnings and use what we can to improve.

Principle #5 – Leadership Response Matters.

It doesn't matter how much Strike's Leadership asks our team to report incidents if they react negatively when they do. Strike can't learn from incidents and near misses if we don't know about them. Furthermore, if we don't look for the real root causes, and strive to improve we will miss the opportunity.



Strike is committed to implementing these 5 principles and learning from all events. Strike will share learning across Strike group via Safety Alerts and Bulletins to maintain our value "Strive to Continually Improve".