



SAFETY and HEALTH: WORLD CLASS PERFORMANCE



A

t McCarl's, creating and maintaining a safe and healthy work environment is not a temporary program – it's a permanent part of our company culture. We approach safety and health as systematically and deliberately as we would when tackling a major new construction project or a maintenance plan for a complex power generation plant.

We achieve measurable results by combining a comprehensive, integrated plan with the total involvement and awareness of all McCarl's employees. Our approach is anchored by a foundation made up of seven key building blocks:

- Planning
- Communication
- Responsibility
- Training
- Performance
- Incident investigation
- Resources

The employees utilizing these principles are continuously working together to create safe and healthy job sites – and a more competitive company.

Systematic Safety and Health: An Integrated Plan

INTEGRATED



P

lanning – and incident prevention – go hand-in-hand in creating a safe workplace. Rather than thinking about safety and health *reactively*, we build safety and health into every McCarl's project, at the earliest stages of planning.

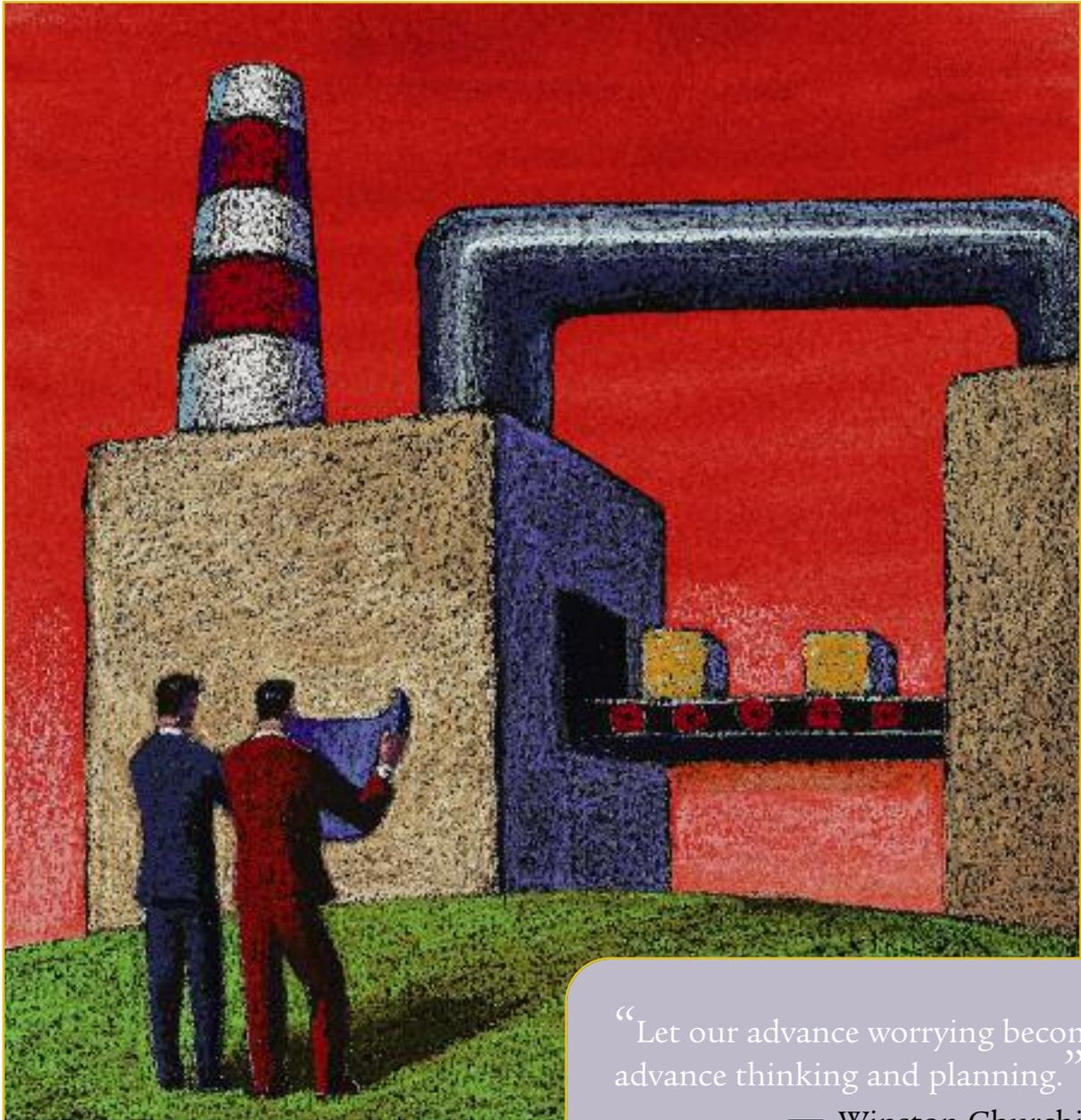
We always allow sufficient time to complete projects in the safest possible way, working closely with our customer to maintain deadline objectives. Daily work-site employee meetings are conducted to discuss required safety plans. In addition, our prevention plan encompasses written procedures that address:

- Management commitment and assignment of responsibilities
- Uniform work rules for assuring employee compliance
- Incident investigation practices
- Employee safety and health communications and training
- Scheduled inspections and evaluations
- Comprehensive recordkeeping and documentation

P LANNING

At McCarl's, planning and incident prevention is a continuous improvement process, our first step toward workplace safety and health.

PLANNING



“Let our advance worrying become
advance thinking and planning.”

— Winston Churchill

Individual involvement on the part of every employee is critical to any successful safety and health program. As a result, it's extremely important to communicate what we expect from every individual connected with a project. Some of the communication channels we use include:

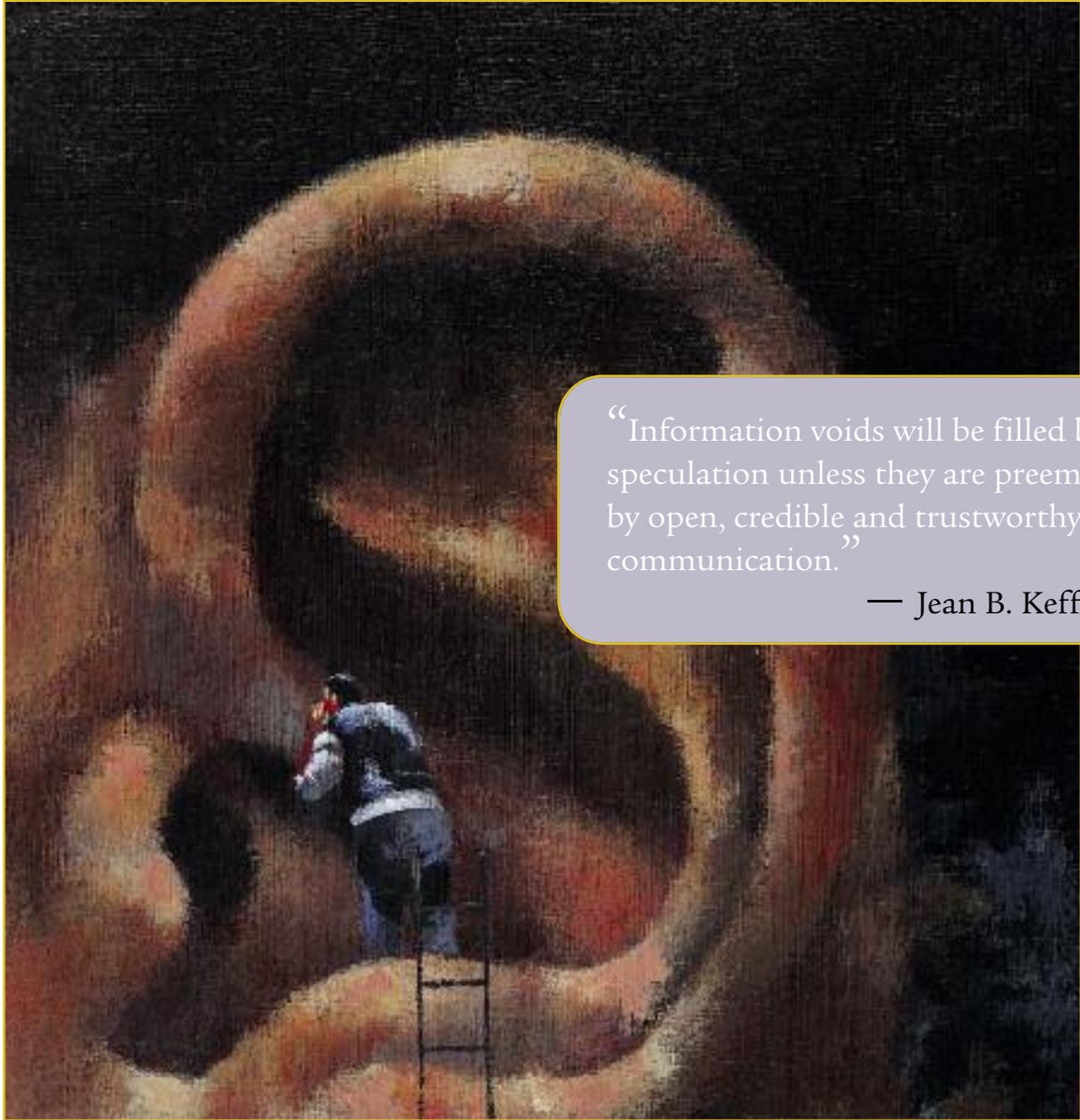
- Free and open discussion of safety and health issues at regular employee meetings
- Employee communication on safety and health topics through Safety Alerts, postings and emails, or included with the employee's paycheck
- Communication of Safety Committee meeting minutes
- Daily Foreman's Safety and Health Task Planners to facilitate *two-way* communication on workplace safety hazards and their corrective actions.

Another key safety and health communication channel at McCarl's is employee recognition. At McCarl's, we continually recognize our employees for exemplary safety and health consciousness and job performance.

It's only common sense: people like to be singled-out and thanked, and effective employee communication and recognition reinforces positive safety and health behavior — and saves lives!

COMMUNICA-TION

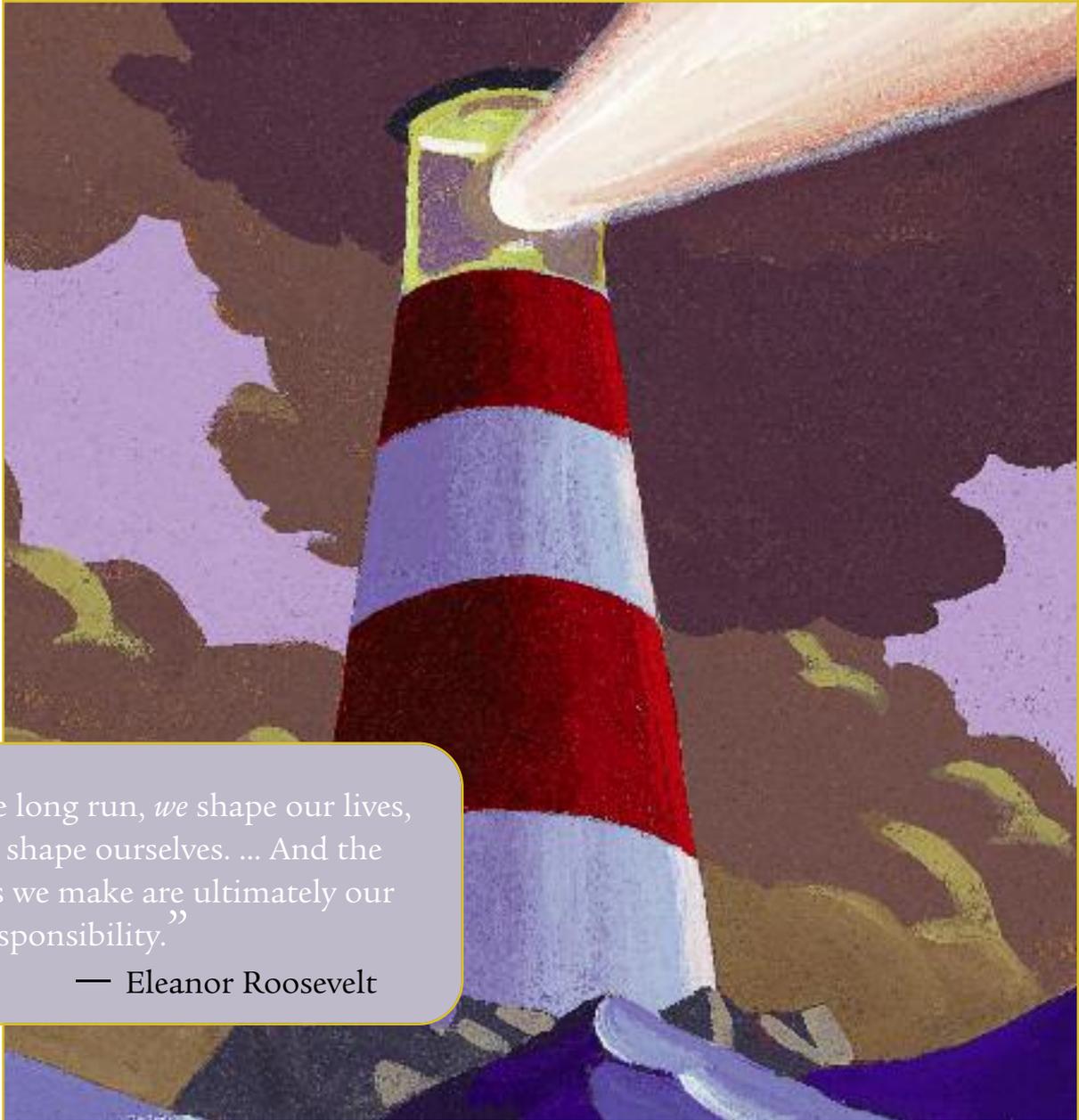
COMMUNICATION



“Information voids will be filled by ... speculation unless they are preempted by open, credible and trustworthy communication.”

— Jean B. Keffeler

RESPONSIBILITIES



“In the long run, *we* shape our lives, and *we* shape ourselves. ... And the choices we make are ultimately our own responsibility.”

— Eleanor Roosevelt

Achieving a consistently safe and healthy workplace doesn't just "happen." It is a total team effort that requires the personal accountability of every McCarl's employee.

At McCarl's, we specifically document and communicate all of the expectations and responsibilities of our employees. And we do this well in advance of any assignment, rather than "waiting" for an employee to become involved in an incident, or inadvertently creating a safety or health hazard.

Communications with our associates always runs two-ways, and employee feedback is used directly in the continuous improvement of our safety and health program.

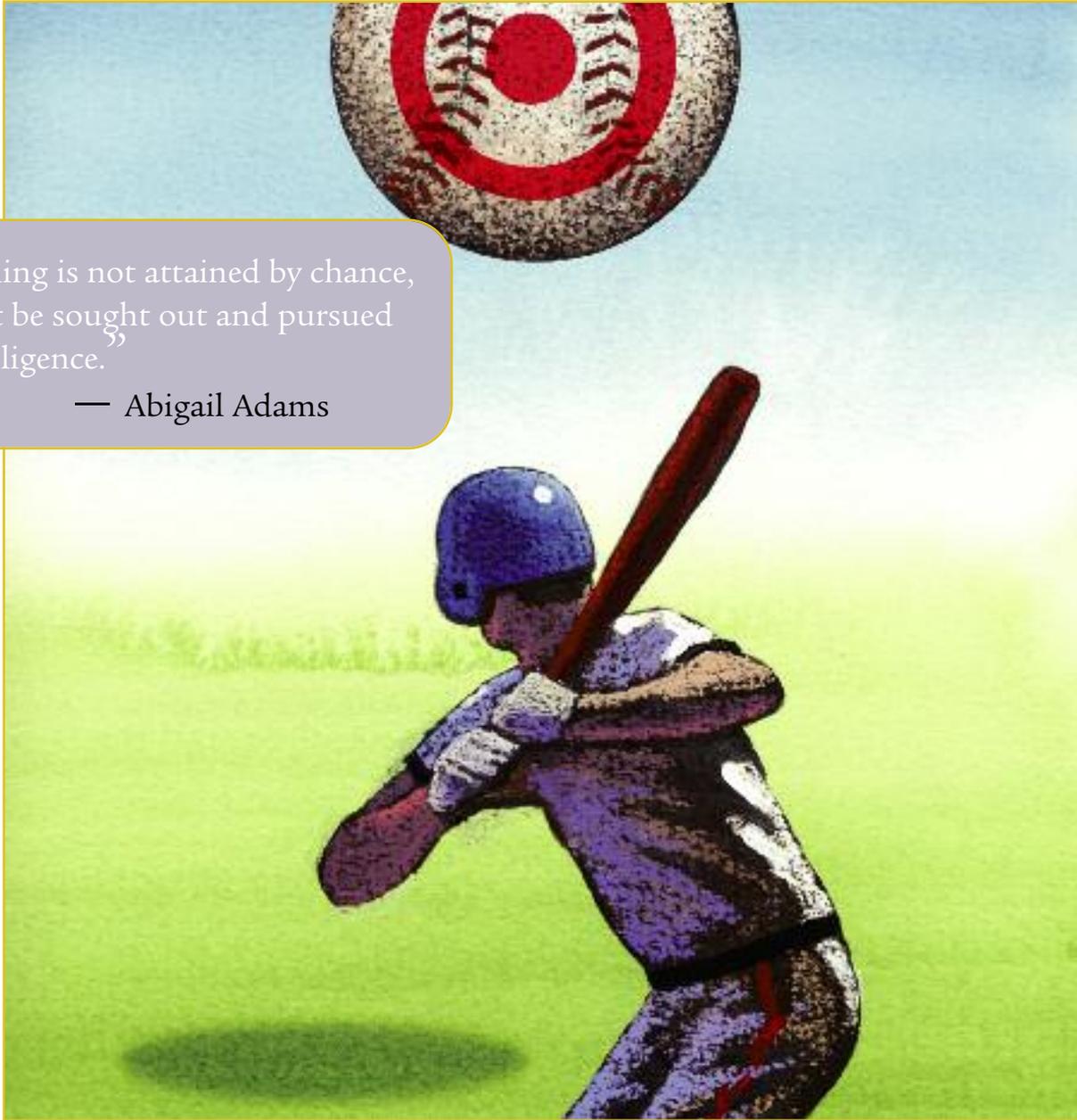
The old phrase, "Safety and health is everyone's responsibility." is a lot more than a slogan at McCarl's – it's a fact! From a new hire in training, to our most experienced craftsman, our total commitment to safety and health is fueled by individual responsibility, 24 hours a day, 7 days a week.

RESPONSIBILITIES

TRAINING

“Learning is not attained by chance,
it must be sought out and pursued
with diligence.”

— Abigail Adams



Lots of mechanical contracting companies talk about safety, but McCarl's is committed to achieving it, in part through continuous employee training.

Each year McCarl's management and key supervisors receive industry-leading safety and health training, with recent topics including OSHA 10 hour, OSHA 30 hour and rigging and hoisting safety. At any given time, on any given day, skilled craftsmen on McCarl's jobsites are receiving safety and health training to address a wide variety of customer requirements, including:

- Trenching and excavation
- Fall protection
- Raised loads
- Confined spaces
- Lockout/tagout
- Respiratory protection
- Aerial work platforms
- Incident investigation

McCarl's makes sure its employees are given all the training necessary to drive the company's uncompromising commitment to both safety and health.

TRAINING

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mployees involved in performance monitoring are continually assessing the risks and potential impact associated with McCarl's products, services and operations. Our performance monitoring system extends to all phases of McCarl's work and includes:

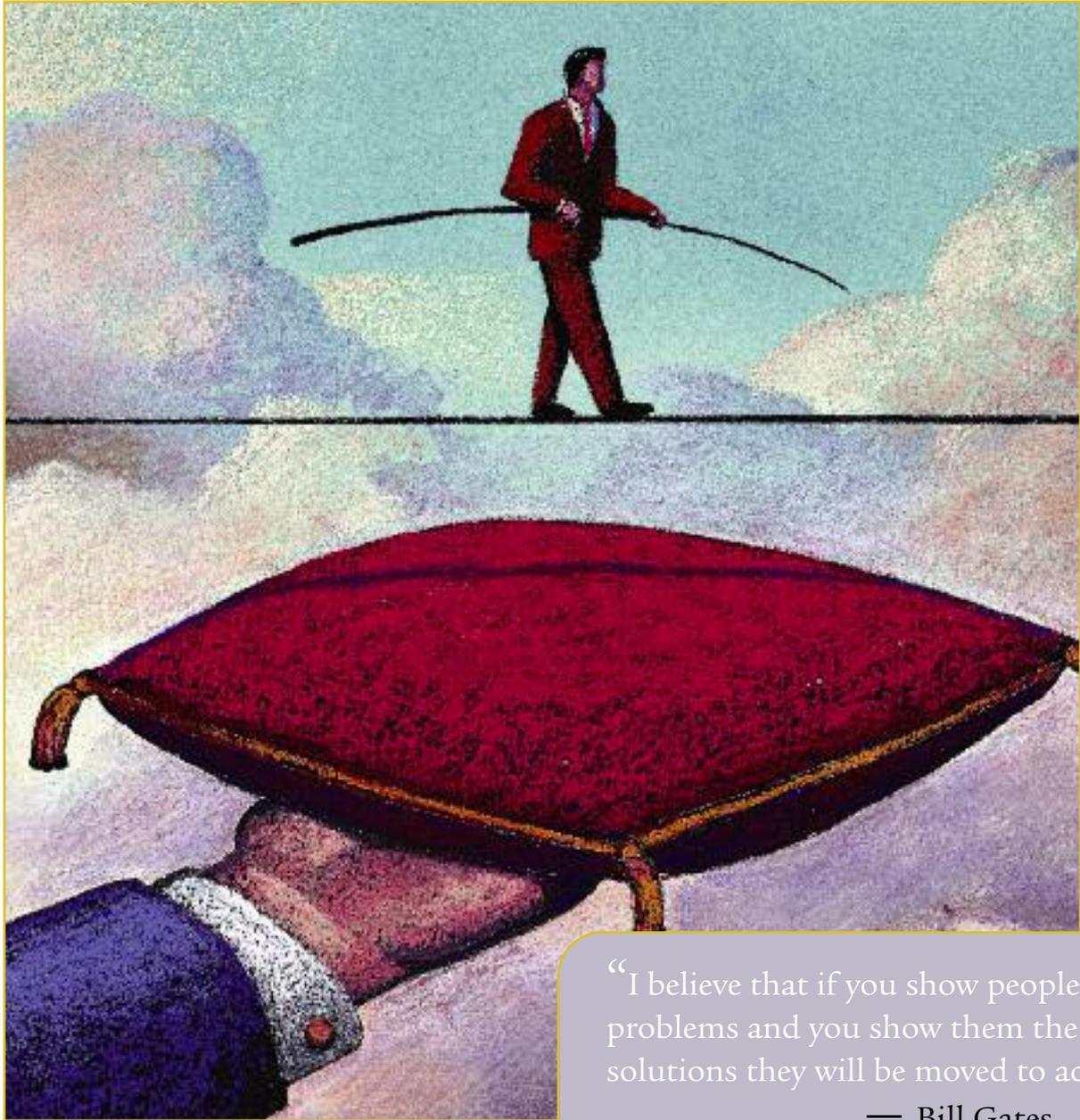
- Daily pre-job task planning/hazard identification
- Written job safety analysis
- Assessments, audits and evaluations
- Independent third party safety audits
- Audit feedback to management and supervision

Our Safety and Health Department also tracks McCarl's overall recordable incident rate against national averages and keeps management informed on those comparisons.

The result: year after year, McCarl's safety and health performance tops the mechanical contracting industry – all thanks to our employees being fully engaged in safety and health awareness 100 percent of the time.

PERFORMANCE

PERFORMANCE



“I believe that if you show people the problems and you show them the solutions they will be moved to act.”

— Bill Gates

In the event that an incident does occur, a thorough investigative procedure can provide invaluable preventive information for the long-term improvement of workplace safety.

At McCarl's, each investigation is conducted by the jobsite supervisor most familiar with the incident, aided by trained members of McCarl's Safety and Health Department.

Root cause analysis is used in every McCarl's incident investigation, and corrective actions are documented and tracked to completion: we're looking to find facts, not fault. A company-wide safety and health alert system is used to communicate investigation results, thus reducing the potential for similar incidents.

We consistently use careful and complete incident investigations to help us eliminate workplace hazards and prevent employee injuries on every McCarl's jobsite.

Investigation

INVESTIGATION



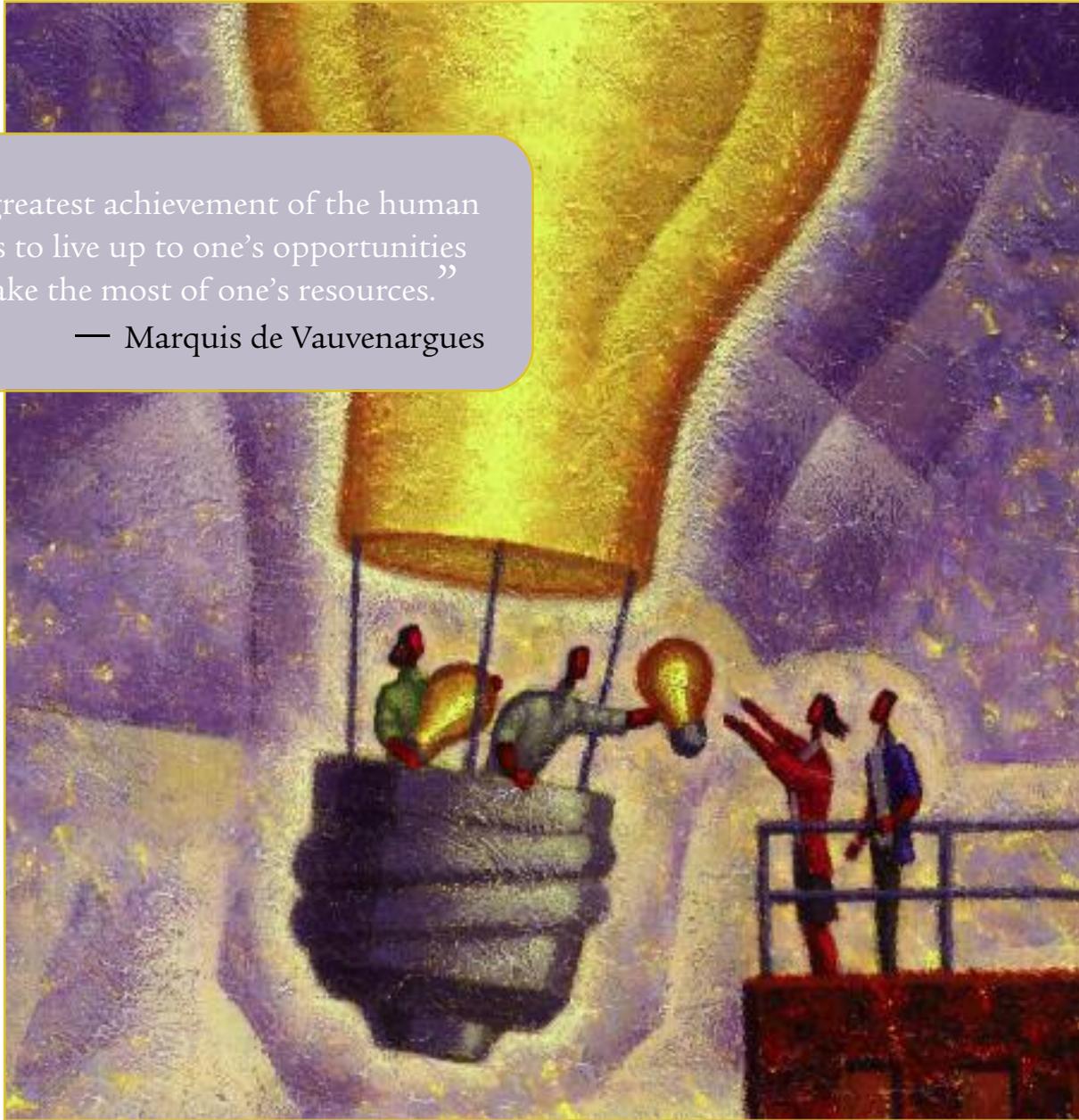
“Investigation is creating
new knowledge.”

— Neil Armstrong

RESOURCES

“The greatest achievement of the human spirit is to live up to one’s opportunities and make the most of one’s resources.”

— Marquis de Vauvenargues



At McCarl's, when we take on a project we always give our employees the resources they need to do the job right – and safety and health is no exception.

We start by providing the training materials they need to recognize and eliminate hazards in the workplace. We make certain that each project has an operating budget that allows enough time for proper safety and health procedures; no short-cutting on the job.

We ensure that our employees are supplied with the appropriate tools and equipment for the job and are trained in their safe use. In addition, our people have immediate access to several other resources, including:

- OSHA Code of Federal Regulations
- Customer policies and procedures
- McCarl's Safety Guidelines
- Manufacturer recommendations
- Certified industrial hygienists
- Professional engineers

...And speaking of resources, at McCarl's our most valuable resource — by far — is safe and healthy employees, and keeping it that way is our ultimate goal.

RE-SOURCES



Safety and Health: A Way of Life at McCarl's

We believe that all employees have the right to work in a 100 percent safe and healthy workplace and that we have a moral obligation to provide that safety.

From the skilled union craftsmen on our jobsites, to the company president, every McCarl's employee is involved in activities that support a healthy, incident- and injury-free environment.

It's pretty simple: the more an employee is truly conscious of day-to-day safety and health, the more productive he or she can become, unimpeded by distractions and work delays. For McCarl's that means more productivity and a healthier bottom line.

But more importantly, for our customers it's the creation of additional value. They come to McCarl's for experienced, state-of-the-art mechanical contracting services, but they also get a management team and workforce that are totally committed to world-class safety performance.

SAFETY



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a PPL company  **ppl**

The PPL logo consists of the lowercase letters 'ppl' in a bold, sans-serif font, with a stylized sunburst or starburst graphic to its right.