



The Four Disciplines of Safety Management at IWS

This week's Toolbox Talk focuses on the Four Disciplines of Safety Management at IWS. These disciplines are the foundation of how we protect our workers, safeguard the environment, preserve our assets, and uphold our reputation. When followed consistently, they create a culture where accidents are prevented long before they ever have the chance to occur.

1. The Goal: Zero Accidents

Our goal is simple and powerful. We work every day to protect our workers, the environment, our assets, and our reputation. Every task in the field connects to this goal. Every safe choice makes an impact. We aim for zero accidents by committing to strong planning, strong communication, and strong personal responsibility.

Zero accidents is not a slogan. It is a standard. It means going home safely every day, keeping our sites clean and controlled, protecting the communities where we work, and ensuring our clients trust us to deliver excellence.

2. Leading Measures: The Actions That Prevent Incidents

These leading measures are the steps we take before something goes wrong. They are the behaviors that push the dominoes in the right direction and keep us from ever reaching the point of failure.

At IWS, our leading measures are:

Training:

We ensure that every worker understands the task, the tools, the hazards, and the controls. Training builds confidence and competence, and it gives every worker the awareness they need to make safe decisions.

Planning:

A good plan is detailed, communicated, and reviewed before work begins. A strong plan identifies the hazards, defines the controls, sets expectations, and confirms that everyone understands the work flow. We use the Job Hazard Assessment (JHA) to identify the hazards and the controls associated with the work we do in the field, in our shops, and in our business.

Hazard Mitigation/Control:

Hazards change constantly. Conditions shift. Equipment moves. Weather, materials, and people all affect the task. Identifying hazards is not a one-time step. It is a continuous responsibility throughout the work day, and the JHA form is used to document this process.

Stop Work When Something Is Not Right:

Every worker has the authority and the obligation to stop work if something is not right. If the plan is



unclear, if the conditions change, or if the job does not look right, we stop. No hesitation. No fear of being wrong. Stopping work is an act of leadership, not an inconvenience.

Supervisors and leaders are responsible for recognizing all stop work actions and ensuring that hazardous conditions are fully controlled before work starts again. We call this our Good Catch process, and a Good Catch form must be completed for every stop work action.

3. Performance Expectations: A Simple, Visual, Compelling Scoreboard

What gets measured gets improved. Our safety management system provides a simple scoreboard that tracks our leading measures so we can see progress in real time. The scoreboard is posted on the Safety Support Center at: <https://iws.support/scorecard>

Teams perform better when they know the score. When teams can see where they are off track, it becomes much easier to get back on track. Real time visuals on the performance scoreboard allow teams to identify gaps quickly and take immediate action.

4. Accountability: Weekly Cadence for Continuous Improvement

Accountability is the heart of the Four Disciplines. Every week we come together to look back at challenges, identify pain points, discuss solutions, and assign action items. This weekly cadence builds improvement into our culture and keeps us focused on what matters most.

When we meet every week with honesty, clarity, and shared responsibility, our teams stay aligned, our work improves, and our job sites become safer.

Summary:

The Four Disciplines of Safety Management guide every decision we make at IWS. When we set a clear goal, focus on leading measures, track our performance visually, and hold ourselves accountable through weekly reviews, we build a strong safety culture that protects everyone.

Thank you for your commitment to safety every day.