



## The Cost of Complacency

### Why This Matters

At IWS, we work in high-risk environments such as excavations, pressurized systems, confined spaces, and industrial sites. As experienced as we are, danger doesn't come from what we don't know. It comes from forgetting or not paying attention to what we do know. Complacency is the silent killer on every job site.

### What is Complacency?

Complacency is that moment when you think,

*"I've done this a hundred times... I got it."*  
This is exactly when we become most vulnerable.

### How to Refocus and Prevent Complacency

#### 1. Re-engage During Repetitive Work

- Don't go on autopilot. Look at your task with fresh eyes.
- Ask: *Have conditions changed? Has the environment, equipment, or crew changed?*

#### 2. Know the Red Zone

- The Red Zone is when we're rushing to wrap up: end of shift, end of task, trying to beat the weather, or catching up.
- These moments carry the highest risk. Stop, breathe, and reassess.

#### 3. Use the Tools You're Given

- **Pre-Task Plans** – Talk through today's real risks.
- **JHAs & Permits** – Update them when conditions change. These are not just paperwork tasks.
- **PPE & Controls** – Do not take shortcuts. Do it right every time!

#### 4. Watch Each Other's Six

- If a teammate looks rushed, frustrated, or distracted, speak up.
- Respect the Pause. Reset the plan if needed.

#### 5. Lead by Example

- Foreman and Superintendents: You shape the culture. If you cut corners, so will your team.
- Your minimum expectations will become your team's maximum participation!
- Acknowledge those who stop the job to correct a risk or raise a concern. They are protecting everyone.

### Real Example – IWS in Action

An employee noticed that caution tape around an open manhole had blown down, leaving a fall hazard unmarked. Before resuming work, they replaced it with orange construction fencing to create a more visible and secure barrier. This quick action prevented a serious risk and showed exactly what it means to take ownership of safety.

### Final Thought

Complacency doesn't show up with a warning. It sneaks in when we're confident, tired, or focused on finishing fast. Refocus before the Red Zone, every time.

**Because safety isn't just a policy. It's our personal standard, and the culture we are curating.**