

## Employee Participation and Recognition

### Short description

This section details the means through which Centennial employees and managers work together to reduce HSEQ risks in the workplace and express their commitment to the HSEQ management system.

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## 1 Objective and area of application

Employee participation provides the means through which Centennial employees develop and express their own commitment and desire to make contributions and improve the HSEQ management system. The objective for employee involvement encourages employees to participate fully in the HSEQ management system, including the review and investigation of HSEQ incidents, periodic workplace inspections and tests, risk assessments, HSEQ forums/meetings and the submission of recommendations for continuous HSEQ process improvement.

Employee participation at Centennial provides significant contributions through:

- Encouraging trust in management and HSEQ leadership
- Developing a positive and proactive HSEQ culture and climate
- Reducing HSEQ incidents and risk
- Meeting customer demands and maintaining credibility
- Continuous improvement of HSEQ systems through employee input

Centennial values employee contributions to HSEQ management system and understand that employees who are in the field or on the project site may contribute valuable insight to the HSEQ management system and provide a unique perspective on process improvements. Management and leadership will encourage employee participation in the design, implementation, and ongoing operation of the HSEQ management system.

Some examples of means for employee participation include, but are not limited to:

- Participation in AHA review and pre-task planning
- Participating in HSEQ committees and other HSEQ forums
- Conducting site HSEQ inspections, assessments and audits
- Training both current and newly hired employees
- Leading and participating in HSEQ weekly meetings
- Conducting incident and near miss investigations
- Reporting hazardous or unsafe conditions or procedures
- Assisting in the identification and abatement of hazards with strong emphasis on high risk features of work
- Problem solving and providing solutions to identified HSEQ problems

## 2 Superior and additional applicable documents

1000\_GP\_11\_01\_en\_5.0 Global Policy on Health, Safety, Environment/Sustainability and Quality (HSEQ)

1000\_GS\_11\_28\_en\_1.0 Global HSEQ Standard on Workers Involvement

This section of the HSEQ Manual applies to all Centennial employees and subcontractors who are performing work in Centennial facilities and project sites. There may be more stringent requirements than this section as defined by specific State, local or contract specific requirements. If there is a conflict between this section and other applicable regulations, the more stringent will apply.

### 3 Definitions

The following definitions of terms are important for an understanding of this section.

Term	Definition
Centennial	All Centennial employees, joint venture employees, subcontractors and business partners.
HSEQ	Health, Safety, Environment and Quality
HSEQ perception survey	A data collection and analysis process providing a means for employees to express their perception of specific strengths and weaknesses within the current HSEQ management system.
PDCA	Plan, do, check, act process of continuous improvement.
AHA	Activity Hazard Analysis
HSEQ culture	The ways in which HSEQ is managed in the organization, that often reflect "the attitudes, beliefs, perceptions and values that employees share in relation to health, safety, environment and quality."
HSEQ climate	The specific HSEQ culture of individual workplaces such as offices and business units which are more susceptible to transition and change.

## 4 Avenues for employee participation

### 4.1 HSEQ Committee

The HSEQ Committee is comprised of HSEQ and ~~operations members~~ field operations employees and is chaired by a HSEQ team member. The committee meets ~~on a quarterly basis~~ at least five times during the year in person or by conference call. The purpose of the HSEQ committee is to bring ~~members~~ Centennial employees together in a non-adversarial, cooperative effort to promote HSEQ on each project site, business unit and throughout the organization. The HSEQ committee assists Centennial leadership by identifying hazards, reviewing policies and procedures, recommending HSEQ goals and objectives and reviewing work practices with the goal of continuous process and system improvement. Furthermore, the committee will assist the HSEQ staff and senior management as needed with evaluating programs, accident investigations, and employee training.

HSEQ Committee member objectives:

- Conduct inspections of respective workplaces to uncover hazardous conditions and/or processes and disseminate pertinent information to associated business unit team and committee members
- Act as a conduit for employee input within your business unit team and provide recommendations at committee meetings
- Investigate and/or inquire about causal factors of incidents and near misses within your business unit, and provide recommendations for lessons learned at committee meetings
- Monitor the progress of HSEQ corrective actions and system improvements throughout implementation and provide feedback at committee meetings
- Evaluate, participate and provide recommendations for the development of HSEQ benchmarks, culture and climate

- Monitor regulatory agencies for new regulations, evaluate effects, disseminate and monitor implementation

## 4.2 HSEQ forums

Centennial HSEQ forums assist employees and business partners with monitoring, navigating, understanding and implementing regulatory or company specific HSEQ updates and best-management practices. These forums, held periodically throughout the calendar year, are vital to the development and execution of the Centennial HSEQ management system because they allow subcontractors and field staff to contribute and provide insight into our HSEQ management system and processes.

The purpose of the HSEQ forum is to:

- Provide educational opportunities to forum participants
- Improve communication and collaboration among forum participants (HSEQ staff, Centennial employees and business partners)
- Review changes to existing or introduce new health and safety policies
- Gain awareness and prepare for upcoming and current regulatory or other HSEQ updates that may affect business or job functions
- Acquire insight from business partners and field staff on the effectiveness of the implementation and practice of the HSEQ management system or specific policies and initiatives

## 4.3 Monthly HSEQ meeting

The monthly HSEQ meeting is when specific policies and procedures are discussed which are necessary to manage HSEQ matters efficiently and effectively. The HSEQ meeting is chaired by the HSEQ Director and includes the corporate HSEQ staff. These meetings are beneficial to the HSEQ management system as they provide the opportunity and for team members to discuss trends, observations from the field, upcoming rule and regulation changes and the opportunity to jointly review and modify policy and procedure as well as incorporate industry “best practices” that will benefit the organization. The purposes of the monthly HSEQ meetings are to:

- Assess the effectiveness of current HSEQ sections
- Monitor incident trends and make recommendations for improvement
- Perform HSEQ training needs assessments
- Identify gaps in HSEQ competence and field performance
- Assess new or increased risks in business operations and plans to mitigate the risk
- Develop HSEQ goals and objectives including strategies for regulatory changes and updates

## 4.4 HSEQ perception surveys

Centennial has implemented HSEQ perception surveys (Appendix 1) as a means of providing employees the opportunity to contribute to the direction of the HSEQ management system. A HSEQ perception survey will be conducted periodically to gain and process detailed information for the purpose to understand and interpret HSEQ culture/climate and identify areas for improvement. The HSEQ management system cannot be truly effective unless it is perceived as having value and acted on accordingly by employees. These surveys quantify the attitudes that influence acceptance of HSEQ value among employees as being positive. These perception surveys also allow Centennial to identify program inadequacies and credibility gaps in management’s commitment to Centennial’s HSEQ management system.

The objective of the HSEQ perception survey is to:

- Evaluate the perception of the Centennial HSEQ culture
- Identify gaps and provide recommendations to reconcile differences between HSEQ written policy and procedure and what is actually practiced in the field
- Highlight differences between management and employees, realizing that the larger the gap, the greater the problem
- Provide an opportunity to connect and interact with employees
- Serve as internal benchmarks, a measurable and useful means to follow its own trends and progress
- Determine where current programs work and where they fall short
- Be an operational tool as responses from employees can drive action
- Encourage employees to provide feedback to management, thereby getting a sense of their role as part of the business aspects of organizations
- Encourage open communication among various organizational layers
- Validate management and leadership decisions
- Establish an early warning system for potential problems areas in the HSEQ management system
- Establish a baseline for the assessment of subsequent perception surveys

#### **4.5 HSEQ All Hands Call**

In order to maximize employee feedback on the HSEQ program, a monthly All Hands Call will be held. These calls will be led by a HSEQ team member and after a brief introduction and discussion on the month's actions, the call will be opened to those that wish to discuss any aspect of the program. Some items will be resolved on the call and others will involve more discussion. As feedback can come in multiple forms, these calls will be open forums and will remain non-judgmental. At the end of each call open items from the previous call will be discussed.

### **5 HSEQ employee reward and recognition program**

The Centennial HSEQ management system is concerned with the management and reward of employees whose outstanding performance has contributed to the development and enhancement of the HSEQ management system. Centennial acknowledges the hard work and dedication to HSEQ processes by employees who contribute to the improvement of the overall HSEQ culture and climate of the organization. To effectively recognize these employees who have made strong and lasting contributions and improvements to HSEQ, Centennial has developed an HSEQ employee rewards and recognition program.

#### **5.1 Annual employee HSEQ award**

Each business unit will recognize a Centennial employee annually for his/her outstanding HSEQ contributions and accomplishments. This award is determined by a board that is comprised of peers and operational management and the recipient is recognized at a local HSEQ event.

#### **5.2 Tier awards**

Centennial also uses a Tier award system that recognizes outstanding HSEQ performance. Tier awards are based on a single event or cycle and are used to recognize a specific exceptional HSEQ accomplishment. Tier awards are an exceptional way to provide immediate employee recognition for positive impact to the project or overall HSEQ

management system. Tier One is a small award and can be awarded by the local manager. Tier Two is a much larger compensation award and recipients must be nominated and must be approved by Executive Management.

### **5.3 President's Health and Safety Award**

The Presidential Health and Safety Award is a performance-based award and is based on both quantitative and qualitative analysis of individual project health and safety performance.

The recipient must meet baseline safety metrics such as:

- Zero recordable employee incidents
- Zero recordable subcontractor incidents
- No OSHA/regulatory/client health and safety citations

There is also a qualitative analysis where business unit managers evaluate the prospective recipient's overall health and safety performance and the contributions to improve the Centennial HSEQ culture and climate.

- Extraordinary health and safety performance/enhancement to the immediate project or organization
- Subcontractor or client health and safety functions or training held to improve project or overall performance
- Outstanding health and safety practices that are particularly noteworthy and set apart from other project locations

### **5.4 Office performance award program**

All employees are included in the Centennial Office Performance Award Program. This program has five distinct quantitative and qualitative evaluation categories which require business units to maintain specific threshold scores.

Below are the categories and specific measures used in the evaluation process:

- Safety
  - No Recordable subcontractor incidents and no HSEQ citations; measured quarterly
  - No Lost Time subcontractor incidents; measured quarterly
- Execution
  - All Proposals submitted on time; measured quarterly
  - All Delivery Orders completed on time; measured quarterly
  - Customer Satisfaction; percentage of customers recommending Centennial; measured quarterly
- Working Capital Management
  - Achieve a net overbilled position each month across the office portfolio; measured quarterly
- Training and Certifications
  - All eligible employees must complete all required training and certifications; measured annually
- Business unit has met the annual year-end financial goal

## 6 Amendment history

Date	Version	Revised content
12.30.2013	1.0	Initial Preparation
01.01.2018	2.0	Updates to Paragraph 2 Superior Documents (add the Group Policy and Global Standards), Paragraph 4.1 HSEQ Committee (details), Paragraph 4.2 HSEQ forums (periodicity), Paragraph 4.4 HSEQ perception surveys (periodicity), Paragraph 5.1 Annual employee HSEQ award (details), Paragraph 5.3 President's Health and Safety Award (revised baseline metrics), Paragraph 5.4 Office performance award program (revised categories) and Appendix 1 (logo)
04.01.2019	2.1	Updates to Paragraph 4.1 HSEQ Committee, Paragraph 5.4 Office Performance Award Program and the introduction of Paragraph 4.5 HSEQ All Hands Call

## 7 Appendix

Appendix 1: HSEQ Perception Survey (0206500\_CP\_11\_04\_en\_A1.2)



One of the most critical aspects of Centennial's Health Safety Environmental and Quality Guidelines and Procedures (HSEQ) is to provide its employees with a safe and healthful work environment. To assist in accomplishing this goal, we ask your cooperation in completing the following survey and selecting the appropriate response to each statement.

Employee Name (opt):

Centennial/JV Primary Office:

Please fill in the box next to each statement using the 1-4 response matrix below;

1- *Strongly Agree*    2- *Agree*    3- *Disagree*    4- *Strongly Disagree*

Questions:

- 1- Ops. management visibly demonstrates its interest in the safety and health of its employees.....
- 2- Employees are often involved in finding solutions to safety and health concerns.....
- 3- HSEQ takes a back seat to assigned tasks / production.....
- 4- My supervisor maintains a high standard of HSEQ performance.....
- 5- Good teamwork and collaboration exist between HSEQ staff and operations staff.....
- 6- The HSEQ department provides quality customer service to employees / subcontractors.....
- 7- Frequent communication exists from management to employees regarding HSEQ performance....
- 8- My immediate supervisor displays interest in my safety and employees in my work area.....
- 9- The proper personal protective equipment (PPE) for my job task is available for use.....
- 10- Safety and health hazards are addressed and corrected in a timely manner.....
- 11- Adequate safety and health supervision is maintained on my job-sites.....
- 12- Workplace accidents, incidents and near misses are reported in a timely manner.....
- 13- HSEQ inspections are conducted regularly on my job-sites.....
- 14- The Centennial HSEQ training program sufficiently addresses relevant topics and information.....
- 15- If I see an employee / subcontractor performing an unsafe act, I would stop work and report it.....
- 16- I know who to contact if I observe an unsafe act or encounter a hazardous condition.....
- 17- HSEQ guidelines are a high priority when performing my job duties and responsibilities.....
- 18- I have sufficient opportunities to provide feedback regarding the Centennial HSEQ program.....
- 19- All employees are provided with training on the Centennial HSEQ guidelines and procedures.....
- 20- I know what to do in case of a regulatory inspection (Federal OSHA, State OSHA).....
- 21- Centennial is a safe company to work for.....
- 22- Management visibly demonstrates its interest in the quality of work performed for our clients and the protection of the environment.....

Additional Comments:

After completing the survey please submit it via the email button below to the HSEQ management staff. Your survey will remain anonymous, if you so choose.

*If you have any questions regarding this survey please contact a member of the HSEQ staff.*