



Nova Scotia

POWER

An Emera Company

Contractor Safety Management Program

2023

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1. BACKGROUND

The safety of employees and the public is more important than any business interest. Emera shares in the desire of our employees, customers, shareholders, and others to enjoy the benefits of a sound economy in a safe and sustainable environment. Emera is committed to meeting business objectives in a manner which is respectful and protective of the safety of people in the workplace, the environment, and communities in which we operate.

2. PURPOSE

At Nova Scotia Power Inc. (hereafter identified as NSPI), we believe all occupational illnesses and injuries are preventable. The purpose of the Contractor Safety Management Program (CSMP) is to prevent injuries and illness as well as other safety and environmental incidents due to the activities of contractors working for NSPI.

The Contractor Safety Management Program establishes minimum standards for contractor management and provides guidance to employees who manage contracts to ensure safe completion of contracted work. The program establishes clear accountabilities, requires active engagement of contractors, and provides a consistent and structured approach to contractor Health, Safety and Environmental (HSE) management.

3. SCOPE

The NSPI Contractor Safety Management Program follows EMRA-CSP-PRC-001 and provides guidance to those who oversee the contracting of work and services. When specific departments (i.e. Procurement, Legal, Risk and Insurance, Health and Wellness, Environment, etc.) make changes to policies, procedures or systems which impact the CSMP, that department is responsible to advise the NSPI Safety Department to ensure appropriate reviews and updates to the CSMP are completed.

4. DEFINITIONS

The terms used in this document are those used by NSPI and are defined to ensure understanding. Contractors may use different terms in their own documentation; however, these should be defined to ensure all parties understand. Dollar amounts are in Canadian dollars.

Shall: Indicates a requirement – the function/accountability must be done without exception or deviation. Shall does not allow for a deviation.

Should: Indicates a recommendation – the function/accountability should be considered.

Can: indicates a possibility or a capability – action is possible if a situation arises and legal or other requirements necessitate action, or, where legal and other requirements are not present, the potential or capability to act.

May: Indicates permission – action is required if situation arises and legal or other requirements necessitate action, or, where legal or other requirements are not present, a choice to act.

Interested Party(ies): Person or organization that can affect or be affected by or perceive itself to be affected by a decision or activity, including customers, communities, suppliers, regulators, nongovernmental organizations, investors and employees.

Hazard: Any source of potential illness, injury, or damage under certain conditions. Hazard classes considered are usually biological, chemical, ergonomic, physical, psychosocial and safety.

NSPI Hazard Analysis APPENDIX B: Document containing foreseeable hazards and controls for the overall contract. The document is completed prior to the execution of the contract and is updated as applicable.

Risk: The potential for illness, injury or property damage when exposed to a hazard. Risk = consequence X exposure X probability where consequence is the severity resulting from an unwanted effect, exposure to a hazard (i.e. percentage of workforce/public exposed to hazard or frequency of exposure to hazard) and probability is the likelihood of an unwanted event occurring (dependent on effectiveness of controls and barriers in place to prevent the undesired event).

Field level risk assessment (FLRA): Documented assessment of the job, site and conditions and other factors to be performed for each task. A daily FLRA is conducted on site by all people involved in the task. The risk assessment must be revisited at some point during the day or whenever there is a change (e.g. change in conditions, returning from break, etc.) The FLRA is used to identify risks, associated hazards and the control measures required.

5. ROLES AND RESPONSIBILITIES

The participants outlined below shall be aware of and follow the requirements of the CSP in addition to other applicable HSE and company standards as applicable.

5.1. Contract Management Team (i.e. Capital Projects, AMO, Hydro, Lingan, Western Region, Forestry, etc.)

- a. Includes Senior Management, Contract Manager and other applicable management groups
- b. Take ownership and ensure adequate resources are available for the successful implementation and execution of the Contractor Safety Management Program.
- c. Ensures the Contract Manager has proper signing authority
 - “Official Guidelines for the Delegation of Authority Process” (N-GP-1)
 - “Guideline for Obtaining the Proper Commitment and Approvals When Purchasing Equipment, Materials, and/or Contracted Services and for Real Estate Transactions” (N-GP-2)

5.2. Contract Manager

- a. Contract Manager is the NSPI employee responsible for the overall contract management. They generally shall:

- Be identified for each contract
 - Oversee the overall implementation, execution, and completion of the contract
 - Complete the Contractor Performance Evaluation (Appendix M) at the end of the contract and ensure the Contractor Performance Evaluation is uploaded on ISN..
Performance reviews will be completed twice per year for contractors working over six months on NSPI sites.
 - May also act as the NSPI Site Representative
- b. The Contract Manager specifically shall:
- Ensure responsibilities under Appendix I are agreed upon (if delegated) and fulfilled

5.3. NSPI Site Representative (or designate)

- a. The NSPI Site Representative is the individual responsible for **overseeing** the work being performed by the contractor. Where different employees are fulfilling the roles of Contract Manager and NSPI Site Representatives, the roles of each are to be defined for each prior to the start of the contract. They generally shall:
- Be identified as the contact for those involved in the contract
 - Ensure applicable parties, as necessary, are aware of planned activities prior to work execution
 - Be aware of, and/or enlist the services of a knowledgeable representative, applicable HSE requirements (acts, regulations, policies, procedures and contract specifications).
 - Ensure effective communication and coordination of work with other contractors or NSPI representatives on site
 - Consult with NSPI resources such as, but not limited to, Health and Wellness, Safety, Environment, Procurement, Engineering, as applicable
- b. The NSPI Site Representative specifically shall:
- Ensure their agreed upon responsibilities under Appendix I are fulfilled

5.4. Contractors

- a. See Appendix C

5.5. Subcontractors (directly employed by Contractor)

- a. Adhere to the same HSE standards as required by the Contractor

5.6. NSPI Safety Department

- a. Assist Contract Manager / NSPI Site Representative (i.e. Orientations, monitoring, policies, procedures, regulations, etc.)
- b. Periodically Review and Update the CSP
- c. Support the use and implementation of the CSP
- d. Annually monitor compliance to EMRA-CSP-PROC-001

5.7. NSPI Environmental Department

- a. Periodically Review and submit updates to the NSPI Safety Department
- b. Assist Contract Manager / NSPI Site Representative (i.e. Orientations, Spill Response, etc.)
- c. Support the use and implementation of the CMSP

5.8. Health and Wellness

- a. Provide support and act as a resource regarding workplace policies and procedures (i.e. Alcohol and Drug Procedure, etc.)

5.9. Procurement Department

- a. Administer the Request for Proposals (RFP) process
- b. Provide support for contractor selection and procurement
- c. Review past performance and evaluations from returning contractors in collaboration with Contract Manager / NSPI Site Representative during prequalification stage
- d. Notify Contractors they've been successfully awarded contract

5.10. Project Review Team

- a. The Project Review Team (PRT) will be made up of resources from Safety, Environment, Engineering, Capital Projects, Procurement, Legal and a project representative (ie. the Contract Manager). The PRT can be used when the work to be completed is non-core, large scale or is dealing with work in which we may require outside expertise to identify all of the requirements for the NSPI Hazard Analysis (Appendix B) and Request For Proposals (RFP).

6. GENERAL

There are five principal phases of the CSMP life cycle:

- **Prequalification**
- **Pre-job Work Plan & FLRA**
- **Contractor Training & Orientations**
- **Monitoring of Work Execution**
- **Post-job Evaluations**

Note: All work completed by or on behalf of the contractor shall follow governing legislation, industry standards and the policies and procedures of NSPI. Nova Scotia Power has the authority to require contractors to cease work if they do not adhere to the health, safety, or environmental obligations.

7. PREQUALIFICATION PHASE

7.1. Three Tiers of Contractor (see Appendix A – Process Flow Diagrams)

Note: there are three tiers of contractor in the CSMP. Please refer to the following charts:

| Contract Levels | Risk Mitigation | Risk |
|--|--|-----------------|
| Tier 1 | Mitigate Risk (ISN: COR Certified, Appendix B, Site Safety Plan (including JSAs), Procedures, FLRA, Orientations, PPE, adherence to Emera / NSPI Policies) | High Risk |
| Tier 2 | Mitigate Risk (Procedures, JSAs, FLRAs, Orientations, PPE, adherence to Emera / NSPI Policies) | Medium Risk |
| Tier 3 | Mitigate Risk (Orientations, PPE, adherence to Emera / NSPI Policies) | Low Risk |
| Tier 1 - High Risk | | Examples |
| Any Non-Core Work should be considered | | |
| Handling Hazardous Material | Asbestos, X-Ray NDT | |
| Work from Heights | Requiring fall protection | |
| Confined / Restricted Space | Boiler work, diving | |
| Live Systems | Electrical, HEP (Ferminite) | |
| Civil (Safety by Design) | Structural Tower, Fire System | |
| Excavation | Setting poles, construction | |
| Major Lifts (complex) | Rotor, vessels, transformers | |
| Blasting / Explosives | Demolition, construction | |
| High Energy Piping | Welding, replacement | |
| Tree Cutting | Chain sawing, heavy equipment | |
| Helicopter (piloting) | Transmission line surveys | |
| Towing (vehicles, heavy equipment) | Vehicles, heavy equipment | |
| Mining (Code of Practice) | Hydro construction | |
| Bulk Transport | Fuel, chemicals, poles, etc. | |
| Storm Response Contractors | PLT, Pole Setting, Diggers, | |
| Hot Work | Welding, Grinding, Cutting, Burning | |
| Grounds Keeping | Bush hogs, boom mowers | |
| High potential energy | Conveyors, overhead doors | |
| Working on (or) under water | Diving, utilizing watercraft | |

| | |
|--|---|
| Boiler Maintenance | Repairs, inspections |
| Transmission Construction & Repair | New plant |
| Distribution Construction & Repair | New plant |
| Working in dust laden environments | Concrete cutting, flyash clean |
| Traffic Control | Working near roadways |
| Remote Work | Some Hydro Sites, T&D Const. |
| Use of new and emerging technologies | Drones , Autonomous Surface Vehicles (ASV's), ROV's |
| Tier 2 - Medium Risk | |
| Examples | |
| All other work that does not fall into Tier 1 or Tier 3 categories | Non Intrusive Work In Non-High Risk Environments, Consulting Work In Non-High Risk Environments |
| Tier 3 - Low Risk | |
| Examples | |
| Vendor deliveries | Floor mats, water, coffee |
| Office equipment servicing | Computers, photocopiers |

7.2. Contract Planning

The contract planning stage identifies and defines the scope of the work to determine and evaluate the HSE requirements and to develop contract specifications. During this stage, an initial assessment of the HSE risks shall be completed and incorporated into the contract specifications and the overall contract execution phase. The contract execution phase will be based upon the nature of the work, complexity, and safety / probability factors.

7.2.1. Scope of Work

- a. The contract scope describes and documents the work to be performed. Include any milestones, reports, deliverables, and end products that are expected to be provided by the contractor as well as timelines for completion of all deliverables.
- b. Consideration should be given to the following:
 - Description of the job or services to be performed and the required resources
 - The qualifications required to perform the work, the availability of contractors and/or operations
 - Contractor performance expectations (i.e. contract schedule, outage schedule HSE issues and deliverables, etc.)
 - Level and Type of Risk

7.2.2. Hazard Identification, Evaluation and Control

- a. HSE hazard identification is an essential aspect of effective job planning. This provides clear direction regarding HSE requirements to contractors to allow them to be better prepared to perform the work safely and without environmental incident. The Contract Manager shall identify the known HSE hazards based upon the scope of work.
- b. The contractor must, at a minimum, address the hazards identified by using the NSPI Hazard Analysis (Appendix B), or equivalent, as part of their bid submission.

Note: The Appendix B is not intended to provide an exhaustive list of hazards and controls and should only be used for guidance. Additional hazard identification and control measures may be required.

7.2.3. Contract HSE Program

- a. The Contractor shall follow their own HSE program which shall meet or exceed NSPI policies, practices, procedures, standards, and regulatory requirements. If the contractor's procedures do not meet NSPI expectations and regulatory requirements, the contractor shall follow NSPI policies and procedures; these exceptions shall be reviewed and agreed to as part of the planning and/or assessment and orientation stages prior to work starting by the Contract Manager / Site Representative.
- b. When working with multiple contractors, the Contract Manager / Site Representative may identify a general contractor or other responsible party to assist with the coordination of communication for the purpose of ensuring health and safety on the worksite.

7.2.4. Contract Specifications

- a. HSE requirements shall be identified in this section. The contract document sets the minimum requirements for HSE expectations of contractors and based on the scope of work additional requirements may need to be specified. The Contract Manager / Site Representative, or designate with specific experience, knowledge and training, may also conduct a site hazard assessment of the intended work site to help identify the potential HSE hazards associated with the work and site conditions.
- b. Examples of HSE requirements to consider include (but are not limited to):
 - Minimum control measures required to eliminate/mitigate specific hazards
 - WCB Certificate of Recognition of their HSE Program (or equivalent)
 - List of controlled products that are prohibited or limited on the work site
 - Site specific information that may be beneficial to communicate during the RFP process
 - Fuel storage and handling (i.e. fuel tank registration and Transportation of Dangerous Goods)
 - Waste stream management (e.g. approved disposal methods, containment, and labeling)
 - Protection of fish habitat (i.e. silt control)
 - Spill prevention and response (i.e. spill kits, waste oil transfers)
- c. All contractors must designate an appropriate person on site to provide safety and health direction particularly if the job involves:
 - Large or complex contracts, and/or,
 - Construction work or work that involves high risk activities
 - ✓ Work requiring fall protection
 - ✓ Confined Space Entry
 - ✓ Diving
 - ✓ Blasting

- ✓ Storm Response

7.3. Contract Evaluation and Award

Contractors are evaluated at this stage to determine if they meet the criteria specified in the bid documents. Contractors who are selected for final evaluation shall meet the standard HSE qualification requirements and the requirements outlined in the bid specifications.

7.3.1. Safety and Health Program

- a. Contractor should have Safety Certification from a WCB Safety Certified Audit Provider (i.e., Certificate of Recognition (COR)):
 - Construction Safety Nova Scotia
 - East Coast Mobile Medical Inc.
 - Ennis Safety Services
 - HSE Integrated Limited
 - Nova Scotia Trucking and Safety Association
 - Occupational Health and Education Services (2002) Inc
 - Safety Services Nova Scotia
 - Enger Safety
 - ABW Consulting Inc
- b. Out of Province Contractor may have a Safety Certification from a recognized Safety Certified Audit Provider (such as COR or ISO18001).
- c. Contractors who are not certified or whose certification is not recognized must complete the Health, Safety & Environment Program Checklist (Appendix G). Based on the responses submitted, additional information or documentation may be required. Nova Scotia Power retains the right to review and require modifications to the Contractor Safety Management Program even if the Contractor has a letter of “Good Standing”. The Safety Department shall be involved in the review of the Contractor HSE program.

7.3.2. Health, Safety and Environment (HSE) Qualifications

- a. The HSE qualification establishes the eligibility of contractors to bid on work to be performed. Contractors are selected based upon their HSE management abilities and other key requirements. Contractors possess a letter of “Good Standing” or complete a Health, Safety & Environment Selection Criteria (see Appendix H) form for consideration during the bid evaluation.

7.3.3. Commercial Liability and Automobile Liability Insurance

- a. All Contractors shall provide General Commercial Liability (minimum \$2 million) and Automotive Liability (minimum \$2 million) insurance to ensure they have the financial capacity to address potential liabilities and complete the scope of work as determined by the Procurement and the Legal Department. Additional insurance requirements must be outlined in the Bid Submission section of the contract.

- b. Proof of insurance shall be uploaded to the NSPI Contractor Database.
- c. NSPI's Corporate Insurance Department is to be notified of any incidents involving third parties (including environmental, pollution incidents) within 24 hours of being aware of the incident. These include:
 - Any incident involving bodily injury
 - Any incident involving a fatality
 - Any third-party liability incidents expected to exceed \$15 000
 - Any automobile claims expected to exceed \$15 000
 - Any environmental / pollution claim expected to exceed \$75 000
 - Any environmental / pollution claim where there is a release of pollutants to any body of water (i.e. lakes, oceans, etc.)

Note: Third party can refer to a customer, supplier, business partner or a member of the public. When reporting incidents mentioned above, the forms provided on the Advisory Notice to insurers should be used. The claim form should be forwarded in accordance with the claims reporting process.

7.3.4. Workers' Compensation Board (WCB) Documentation

- a. Contractors shall provide proof that they are registered and in good standing with the Workers' Compensation Board by providing a clearance letter. In Nova Scotia, these letters are issued quarterly. Contractors outside Nova Scotia must provide documentation of registration with the regional workers' compensation board (or equivalent), if applicable.
- b. Documented proof shall be uploaded to the NSPI ISN Platform.

7.3.5. Safety Performance

- a. This step will include a review of the Safety and Health Performance document completed by the contractor which will cover specific leading and lagging indicators over the past three years. Past NSPI Contractor Performance Evaluation forms will be considered prior to the awarding of a contract. Safety performance will account for 30% of the weighting when deciding upon the successful contractor.

7.3.6. Environmental Considerations

- a. The Contractor's past environmental performance will be included in the review prior to the contract. Past NSPI Contractor Performance Evaluation forms will be considered prior to the awarding of a contract.

7.3.7. Notification of Contract

- a. Local regulations may require applications, document submissions or other criteria to be met before a contract commences. The Contract Manager shall verify the appropriate requirements have been submitted and, if applicable, approved before the execution of the contract.

8. PRE-JOB WORK PLAN & FLRA PHASE

8.1. Pre-Job Tasks

This step ensures the HSE requirements have been communicated and understood by all parties prior to starting work. Any required corrective actions can be identified, agreed upon and completed before the work begins.

8.1.1. Contractor HSE Documentation Submission

- a. The approval to start work is conditional pending the submission of required documentation within a specified time frame:
 - Contractor's letter of Good Standing or HSE Safety program if not available
 - Site Safety Plan (Tier 1)
 - Procedures and FLRA (Tier 1 & Tier 2)
 - Training certificates and qualification records are available for review

8.1.2. Contractor, Supplier and Manufacturer

- a. The Contractor is responsible for their employees and those involved in the project / site including subcontractors. Subcontractor names will be submitted to the Contract Manager / Site Representative for review and approval. NSPI reserves the authority to approve or prevent workers, subcontractors, etc. from working on NSPI sites or projects.

8.1.3. Start-Up Meeting

- a. A Start-Up Meeting shall be held with the Contract Manager / Site Representative and the contractor prior to starting work. Topics covered in the meeting may include but not be limited to:
 - Identified Hazards and Controls requirements
 - Site Safety Plan and requirements
 - Emergency Response
 - Roles and responsibilities

9. CONTRACTOR ORIENTATIONS & TRAINING PHASE

9.1. Orientations & Policy Review

- a. The General Orientation provides information on policies and procedures, while the Site Orientation provides specific on-site information.
- b. The Contract Manager / Site Representative arrange orientations
- c. All Tier 1 and Tier 2 Contractors shall participate in a general and/or site orientation prior to starting work with NSPI.
- d. Tier 3 Contractors shall participate in a site orientation.

- e. Orientations are valid for a 12-month period. Participation is tracked on the ISN Platform for Tier 1&2 Contractors..

10. MONITORING OF WORK EXECUTION PHASE

10.1. Job Mobilization and Execution

Ensures appropriate implementation and communication to relevant parties and ensures the work is conducted according to contract specifications.

10.1.1. Performance Monitoring

- a. The Contract Manager / Site Representative or designate is responsible to monitor the HSE aspects of the contractor's work activities. The extent of monitoring is influenced by several factors including but not limited to:
 - Level of risk associated with contractor activity
 - Complexity of the tasks to be performed, and/or
 - Duration of the contract
- b. The documentation of proof of monitoring may include:
 - Documented Observations
 - Area Inspections
 - Copies of Contractor Safety Education Meeting Minutes
 - Copies of Contract Manager/ Site Representative Contractor Meeting Minutes
 - Proactive incident reporting

10.1.2. Incident Reporting

- a. Any NSPI, contractor or subcontractor employee who observes a hazardous act or condition shall report the incident. All NSPI, contractor or subcontractor employees have the authority to stop work on any site when an unsafe act or condition is observed.
- b. NSPI places a high emphasis on the reporting of proactive incidents which identify potential or actual substandard acts or conditions before they can create a high potential or actual incident.
- c. Details of the incident shall be documented. The Contract Manager / Site Representative is responsible to ensure that contractor incidents are entered and distributed through the NSPI Incident Reporting Database.
- d. Serious incidents are to be reported immediately to the Contractor Supervisor and NSPI Contract Manager / Site Representative. The Contract Manager / Site Representative shall follow Safe Work Practice 03, Incident Response once the incident has been reported. Serious incidents meet the following criteria:

- Significant High Potential Incident (NSPI Safety Incident Report Matrix Level 1 / 2)
 - No immediate threat outside the incident site, but the potential exists
 - Risk to public, workers or environment
 - Likely need for external emergency agencies
 - Requires significant involvement of external emergency services, federal and/or provincial agencies
 - Injury requiring transport to a Medical Facility
 - Potential for environmental impact
 - Emergency Spill or uncontrolled release of hazardous substance continuing
 - Significant, ongoing environmental effects
 - Effects extended beyond the project site
 - Any electrical contact regardless of whether it results in an injury
 - Creates local / media interest
- e. Minor incidents are reported immediately to the Contractor Supervisor and the NSPI Contract Manager / Site Representative. Minor incidents meet the following criteria:
- No immediate health and safety threat to the public or personnel
 - Low potential to escalate
 - Control of hazardous substance completed or pending
 - Non-emergency spill
 - Handled entirely by the company or contract personnel
 - No media interest in the incident

10.1.3. Observations, Inspections, Site Visits and Audits

- a. Performance Monitoring includes conducting and documenting inspections of work areas and job observations of tasks being completed. Inspections and observations are conducted by the contractor. The Contract Manager / Site Representative will look for documented evidence during a site visit and/or an audit.
- b. The Contract Manager / Site Representative or designate will conduct observations and complete at least one Site Inspection Form and a Safety Observation Form to monitor compliance with the contractor specifications and HSE expectations.
- c. Any act or condition that is an immediate risk to the health and safety of workers or the public shall result in the immediate halt of work until the risk and been mitigated.
- d. The NSPI Safety Department will complete eight total site audits annually of Tier 1 and Tier 2 contractors and report the results to the Contract Manager.

10.1.4. Contractor Statistical Reporting

- a. The Contract Manager is responsible for gathering the following information monthly for Tier 1 Contractors (see Appendix F):
 - Percentage (%) of contractors that have completed orientation. Tier 1 Contractors include high risk and large-scale contracts/projects. Contractor Orientation is required for contractors, if contractors are used, all targets for that quarter and future quarters must be 100%.

- Percentage (%) of monitoring plan completed. Tier 1 Contractors include high risk and large-scale contracts/projects. Monitoring includes observations, inspections, and audits/assessments.
- Measurement of Medical Aid, Restricted Work, Lost Time, and Fatalities

10.1.5. Communication and Coordination

- a. Efficient and Accurate communication and coordination are essential for each stage of the contract and the work being done to ensure plans, hazards and controls are known by all affected. Consideration should be given to the following, but not limited to:
 - FLRA: task needs to be reviewed, assessed, and documented by those completing the work. The assessment will include the identification of hazards and the controls put in place to eliminate and/or mitigate the risk. The assessment will also consider the competency of the work crew, working conditions, etc.
 - Coordination and communication and Security plans: Site access, coordination of work and information and the various types of communication need to be considered to ensure the safety and security of workers, the public and the site.
 - Documentation and Records: Those involved in the contract need to ensure they have the appropriate documentation for the site, work being done, contract requirements, and other appropriate documentation. This includes, but is not limited to Safety Data Sheets, OH&S Policy, Acts and Regulations, Site Safety Plan, contact information, emergency information, etc.

10.1.6. Health, Safety and Environment (HSE) Noncompliance

- a. Contracts must include a provision requiring contractors to conform to HSE requirements while performing their obligations under the contract.
- b. Noncompliance will result in corrective actions appropriate to the nature and seriousness of the issue, as determined by NSPI, which may include previous violations by the contractor or subcontractor and extenuating circumstances.
- c. Actions can include, but not limited to, warnings (verbal and/or written), coaching, suspension and/or termination, subject to the terms of the applicable contract. Noncompliance and corrective actions are handled on a case by case basis.

10.1.7. Contract Changes

- a. Any significant changes to a contract require review to ensure that the HSE impacts of the change are considered. This review shall include the contractor, Contract Manager / Site Representative and any other applicable personnel and shall be documented.

11. POST JOB EVALUATION PHASE

11.1. Contract Completion

Verifies the contract specifications have been fulfilled and the performance of the contractor has been evaluated. Consideration should be given to HSE, quality, execution, contract management and any other appropriate criteria.

11.1.1. Demobilization

- a. Upon completion of the work the Contract Manager / Site Representative shall ensure the worksite is inspected to verify contract conditions have been met, all required work and documentation has been completed, materials have been returned if applicable, any unsafe or environmentally hazardous conditions have been rectified and the site has been properly cleaned up and material properly disposed.
- b. Hazards identified in the inspection that cannot be immediately controlled shall be identified and corrective actions assigned.

11.1.2. Performance Evaluation and Close Out

- a. The completion date is when all contract activities have been completed including demobilization from site, correcting of deficiencies, etc.
- b. The Contract Manager / Site Representative shall perform a contract evaluation to assess the contractors Health, Safety and Environmental performance as well as technical performance, compliance with contract specifications and other appropriate criteria.
The evaluation also provides the contractor with the opportunity to provide feedback to NSPI to allow NSPI to improve its processes.
- c. The documented evaluation is to be filed and updated on the Contractor Database in order to be accessible for future contracts and evaluations.

12. APPENDICES

| Appendix | Title | Description |
|----------|--|---|
| A | Tier 1, 2 and 3 Checklists | Used by NSPI and Contractors to assist stepping through the Contractor Safety Management Program (CSMP) |
| B | NSPI Hazard Analysis | Used by NSPI and Contractors to identify and communicate known hazards within scope |
| C | Contractor Service Provider Responsibilities | Guideline supplied to Contractors and service providers to reinforce responsibilities |
| D | Safety Plan Checklist | Used by NSPI to verify that safety requirements are covered in Contractors Site Safety Plan |
| E | Incident Report Form | Form used by NSPI; can be used by Contractors in the absence of their own Incident Report form |
| F | Monthly Report Form | Used by Contractor to capture and record safety stats, sent to NSPI Capital Contract Administrator |

| | | |
|---|--|--|
| G | Health, Safety & Environment Program Checklist (non-COR) | Used by NSPI to verify quality of Contractor's HSE program when non-COR |
| H | Health, Safety & Environment Selection Criteria | Filled out by Contractor then reviewed and scored by NSPI |
| I | Contract Manager Site Representative Checklist | Used by NSPI to clearly define key responsibilities within Contractor Safety Management Program (CSMP) |
| K | Observation/ Inspection Form | Form used by NSPI; can be used by Contractors in the absence of their own Site Inspection form |
| L | Start-up Meeting Checklist | Used by NSPI to verify program requirements have been met and project can be safely executed |
| M | Performance Evaluation Scorecard | Used by NSPI to rank and provide feedback based on a Contractor's performance |
| N | Environmental Handbook | Guideline supplied to Contractors and service providers to communicate Environmental requirements |
| O | Orientations | Presented to Contractors to communicate site specific safety/operational information |
| P | EMA/NSP Policies | Presented to Contractors to communicate numerous Emera and NSPI policies |
| Q | NSPI Safety Manual | Work methods and other requirements used by NSPI and Contractors. |

13. RECORD OF REVISIONS

| Summary of Revisions | Authorized By | Signature | Date of Authorization |
|----------------------|---------------|-----------|-----------------------|
|----------------------|---------------|-----------|-----------------------|

| | | | |
|------------------|--------------|--|------------|
| Document created | Sean Brennan | | 18/05/2018 |
| Document revised | Dave Jardine | | 30/11/2021 |