

Ex_I_T_5_S_6_Attach 1_Part_3

Exhibit C-2

Project Controls Requirements

1.0 DEFINITIONS

- 1.1. Baseline – Project plan (schedule, commodity curves, etc.) upon which the executed contract is based. All Baseline deliverables are to be submitted within twenty-eight (28) days of contract award (or date approved by Owner) and are required to be reviewed and approved by Owner. All Baseline deliverables will reflect the Contractor’s plan to achieve the critical milestone dates as reflected in Exhibit C-1, Project Schedule. The Baseline project plan is maintained unchanged throughout the contract.
- 1.2. Target – Project plan (schedule, commodity curves, etc.) upon which the Contractor will execute the work. The Target project plan may vary from the Baseline plan as the Contractor modifies their execution plan.
- 1.3. Current – Project plan (schedule, commodity curves, etc.) reflective of actual progress to date and forecasted progress to complete the contractual scope of work.
- 1.4. Recovery Plan - Project plan (schedule, commodity curves, etc.) reflective of actual progress to date and forecasted progress to complete the contractual scope of work in accordance with the Contract Guarantee Dates.

2.0 GENERAL PROGRAM REQUIREMENTS

- 2.1. Provide adequate methods and tools for budget control, scheduling, tracking, trending, and reporting of work in progress for the engineering, procurement and construction activities related to the Project.
- 2.2. Identify Contractor’s organization.

3.0 PROJECT MILESTONES

- 3.1. Project Milestones have been established by the Owner for the construction activities in Exhibit C-1.
- 3.2. Contractor shall include in the Level Three schedule each Project Milestone. The milestones are to be logically tied to the scheduled activities. The Contractor’s status against each Project Milestone will be updated along with all schedule activities on a weekly basis.
- 3.3. The Project Milestones status shall be reported on in the Monthly Management Review Meeting.

4.0 PROJECT SCHEDULE

Contractor shall prepare and maintain Project Schedule utilizing Primavera 6.2 or higher and agreed upon schedule conventions. Contractor shall submit the Project Schedule to the Owner for review and acceptance as follows:

- 4.1. Contractor shall develop a Level One summary schedule (typically 1 page) for the project, which encompasses the entire Scope of Work. This graphic timeline schedule reflects a summary for each of the significant activities, and will be submitted by Contractor to Owner within fifteen (15) days after the contract award. An activity progress status and data date shall also be included.
- 4.2. Contractor shall provide a Level Three schedule for the project, which shall be a detailed schedule integrating the Contractor’s entire Scope of Work in CPM format. This schedule establishes the detailed plan for completing the Work in accordance with the Contract Documents and Guaranteed Dates per Exhibit C-1, and identifies all engineering, procurement, construction and Owner and/or Owner-Contractor interface points (including Owner’s material obligations required to be performed by Owner in accordance with the Agreement). This schedule at a minimum shall include equipment and material delivery, equipment erection, construction activities, and commissioning /startup activities. As a general rule, activities shall be in days with no single activity greater than fourteen (14) calendar days (excluding procurement activities). This schedule must demonstrate that it supports the Project milestones and shall be submitted within twenty-eight (28) days of contract award or a date as agreed upon by the Owner. Contractor will issue the Project Schedule for Owner’s approval a reasonable and achievable “Level 3” Project Schedule that establishes Contractor’s plan for executing the Work. Owner will review and provide comments to such schedule within ten (10) Business Days after submission by Contractor.

Exhibit C-2
PROJECT CONTROL REQUIREMENTS
 (continued)

- 4.2.1. Contractor will effect such changes and resubmit such schedule to Owner within seven (7) days after Contractor receives Owner's comments. Owner will have seven (7) days after such resubmission to review and provide comments or approve such schedule resubmitted by Contractor. Such procedure shall continue with the same seven (7) day time periods until Owner accepts such schedule.
- 4.3. The Project Schedule shall be updated on a weekly basis for current status and forecast. The Project Schedule and the weekly updates shall be provided to the Owner in Primavera 6.2 or higher.
- 4.4. The Project Schedule will be a fully integrated schedule. Other Contractor and Owner activities may be required to be added to the schedule to enable a fully integrated Project Schedule.
- 4.5. In the event Contractor current progress is behind the baseline plan a Recovery Plan shall be developed, reviewed, and approved by the Owner. The recovery shall be submitted within ten (10) calendar days from the Owner's request for a Recovery Plan.
- 4.6. Upon completion of the transmission line design upon request from the Owner a schedule revalidation shall be performed by contractor, in collaboration with the Owner.

5.0 PLAN OF THE DAY

The Plan of the Day is a daily meeting held at the jobsite which includes a document prepared by the Contractor. The Plan of the Day tracks installed commodities versus planned for all major activities. The Plan of the Day includes a three day window consisting of prior day activities actually completed, scheduled activities for the current day and planned activities for the next day. An example format shall be provided by Owner.

6.0 PROJECT ORGANIZATION

Within twenty-eight (28) days of the contract award, Contractor shall produce for Owner's review and approval a Project organization chart, which shows the function, title, name and interrelationships of the individual assigned to the Work. A list of phone numbers and e-mail addresses will be submitted with such chart. Any update or revision to the Project Organization shall be provided to the Owner immediately.

7.0 PROJECT SCOPE COST & QUANTITY MANAGEMENT

- 7.1. Contractor shall invoice per the conditions of the contract terms. Additionally Contractor is required to provide an estimate of the next invoice four business days prior to month end. It is understood that this is only an estimate and may be revised with issuance of the formal invoice.
- 7.2. Contractor shall provide at a minimum on a bi-weekly basis the Claims, Changes or extra work, delays or accelerations, interferences and the like known to Contractor that have occurred or may be claimed to have occurred since project onset. This information is required to be provided in Microsoft Excel. The report is referred to as the Cost Management Report and will include current status of aforementioned items, initiated dates, dollar exposure amounts (incremental to the executed contract amount), drawing references, subcontractor documentation, etc. as required to establish an understanding of the issues. If there are no known Claims, Changes, etc the Cost Management Report shall still be issued bi-weekly stating NONE. The most recent Cost Management Report shall be attached to each Contractor invoice.
- 7.3. Indicators
- Contractor within twenty-eight (28) days of contract award will establish the baseline (the budgeted) material quantity estimates for the following construction commodities and will provide Owner with a weekly schedule of baseline quantities to be installed in the example format provided by Owner (Microsoft Excel format). The quantity reporting curves in line graph format will include the Baseline plan at contract award, the contractor Target plan (if different) and the Current plan (actual/forecasted installation). Commodities to be planned and tracked include at a minimum:

Exhibit C-2
PROJECT CONTROL REQUIREMENTS
(continued)

- 7.3.1. Roads Installed (LF)
- 7.3.2. Foundations Excavated (EA)
- 7.3.3. Foundations Complete including Backfill (EA)
- 7.3.4. Materials Delivered
 - a. Tangent Support Structures (EA)
 - b. Dead End Structures (EA)
 - c. Special Structures (EA)
 - d. Cable, Wire, Fiber by type (LF)
 - e. Insulators, Suspension, and Clamp Materials by type (EA)
- 7.3.5. Transmission Line Installation
 - a. Structures Installed (EA)
 - b. Cable, Wire, Fiber (all types) Pulled and Clipped (LF)
- 7.3.6. Project Percent Complete Curve for Contractor (Man-hour basis)
- 7.3.7. Manpower Curve (Equivalent Headcount)
- 7.4. Contractor will provide Owner with weekly reports updated to reflect actual progress/installed quantities through the end of the most recent week and revised forecast progress/quantities in an electronic Microsoft Excel format. The reports will indicate status of the installed (or actual) quantities against the Baseline, Target, and Current (if re-forecasted) quantities. Weekly submittals will be in a spreadsheet as well as graphical format. Weekly submittals will be issued to the Owner by no later than Wednesday close of business each week.
- 7.5. Weekly quantities submittal at each month's end will reflect progress through the same reporting period utilized for monthly invoicing and the monthly management report referenced in Section 9.0, MONTHLY MANAGEMENT MEETING AND REPORT, below.
- 7.6. Forecast and final quantity take-offs and verification are required to be performed. The quantity take-offs are required as deemed necessary by the Owner with a minimum of twice during the construction phase. The quantity information is to be provided to the Owner within 14 days of request and/or requirement identified in 7.6.1 and 7.6.2. All Schedule of Values line items and commodities listed in 7.3 above are to be verified in this process.
 - 7.6.1. Forecast quantity take-offs are to be performed at 30 days after construction commencement (or at the request of the Owner whichever is earlier)
 - 7.6.2. Final quantity take-offs to be performed within 14 days of all structures (towers and poles) installed.
- 7.7. Prior to final payment, contractor shall assign cost codes encompassing the entire scope of work in a level of detail as required by the functional classifications specified in the Owner Property Retirement Unit Catalog.

8.0 SAFETY AND MANPOWER STATUS

- 8.1. Accident statistics shall be presented in a spreadsheet format, to be mutually agreed upon, and shall include the category of craft, years of experience, type of injury/illness, cause of injury/illness, treatment, and supervisor name. Owner to provide example format. A Safety Indicator status is required and shall include total contractor man-hours, Minor Injuries, OSHA Recordable Injuries and Near Misses. A graphic showing injury type and body part effected shall also be included. Example: cuts, strains, fall. Hand, back, eye.
- 8.2. An accident investigation report with root cause analysis and countermeasures shall be completed for all OSHA recordable incidents and near-misses.
- 8.3. Safety statistics shall be presented in a spreadsheet format, to be mutually agreed upon, and will include disposition and close-out of deficiencies.

Exhibit C-2
PROJECT CONTROL REQUIREMENTS
(continued)

- 8.4. Manpower and man-hour statistics for each trade or subcontractor shall be shown in spreadsheet format and in graphical format, contrasting forecasted with actual man-hours.
- 8.5. At a minimum the contractor shall submit the above information to the Owner on a monthly basis no later than the 5th of every month.

9.0 MONTHLY MANAGEMENT MEETING AND REPORT

- 9.1. Contractor shall develop and provide a formal monthly written and electronic status report with the minimum requirements as outlined below. This monthly report is to be received no later than the fifth (5th) calendar day of the month and shall be consistent with the reporting period reflected in the month end invoices and Commodity Curves set forth in Section 7.0, PROJECT SCOPE COST & QUANTITY MANAGEMENT, above. This progress report is to cover engineering, procurement and construction activities and shall include, at a minimum, the following information:
 - 9.1.1. Brief narrative overview of Project status.
 - 9.1.2. Brief narrative of identified critical issues.
 - 9.1.3. Brief narrative of short term look ahead activities.
 - 9.1.4. Updated organization chart for the Project.
 - 9.1.5. Safety and Environmental issues/status.
 - 9.1.6. Project Milestones current status update and forecast vs. baseline schedule
 - 9.1.7. Contractor Project schedules shall be updated and submitted in adobe acrobat format (pdf). These schedules shall show current status and the projected completion dates of all project activities against the current planned schedule.
 - 9.1.8. An electronic copy (data file) of the most recently updated complete integrated Project Schedule network.
 - 9.1.9. Cost Management Report
 - 9.1.10. Manpower curves (manpower plan with actual and forecast to go over time)
 - 9.1.11. Progress curves (progress versus time).
 - 9.1.12. Construction commodity curves (actual vs. Baseline and Current plan) in the format delineated in Section 7.0 PROJECT SCOPE COST & QUANTITY MANAGEMENT, above. A variance explanation and/or recovery plan shall be provided by Contractor should progress monitored fall behind the plan.
 - 9.1.13. Procurement Status Report
A complete listing of all equipment and materials to be procured by the Contractor, including status of the procurement process (bid, evaluate & award) shall be provided. The information included in this report shall be consistent with and in support of the Project Schedule.

End

Exhibit D

Intentionally Left Blank

Exhibit E

Job Book Documentation Requirements

***Please Note:** The Job Book contents identified in this document are the minimum required. Projects may require more specific requirements or items to be added. If an item below on a project does not exist, please still include a tab for that section and indicate the item was not used or needed on the job.*

1. Transmission Line

- i. Red Line Markup Drawings
Contractor shall up-date red-line drawings daily, submit red-line drawings to Owner and Owner's Transmission Facilities design engineer at completion of Project per the Agreement, and work with the Transmission Facilities design engineer to complete As-Built documentation.
- ii. All QA/QC Documentation
- iii. Copies of all test reports & results including but not limited to:
 - Anchor observation form
 - Drilling observation form
 - Framing observation form
 - Stub setting observation form
 - Concrete break report
 - Ground rob testing form
 - Non-splice compression fitting form
 - Stringing form
 - Wire pulling form
- iv. As-built equipment manuals
- v. Vendor provided drawings
- vi. V&V's - Owner's verification and validation requirements

2. Provisional & Final Acceptance Exhibits

- a. T-5, form of Provisional Acceptance Certificate, signed by all Parties to the Document
- b. T-6, form of Final Acceptance Certificate, signed by all Parties to the Document

3. Purchase Orders, Operating Manuals

- a. Copies of All purchase orders on Major Subcontractor's equipment (non-priced) with addenda
- b. Subcontractor information for equipment purchased (as received from Subcontractors, including instruction and maintenance manuals for Subcontractors
- c. Operating Manuals

Exhibit G

Intentionally Left Blank

Exhibit F

Intentionally Left Blank

Exhibit H			
Contractor and Owner Permits			
Regulatory Body	Legislation, Acts, and/or Regulations	Owner Responsibility	Contractor Responsibility
Municipal			
Local Municipalities 1) Municipality of Shuniah 2) Township of Dorion 3) Township of Red Rock 4) Township of Nipigon 5) Township of Schreiber 6) Township of Terrace Bay 7) Town of Marathon 8) Township of White River 9) Municipality of Wawa	Building Permit as per the <i>Ontario Building Code Act, 1992</i>		●
	Site Plan Control Approval in accordance with the <i>Planning Act</i>		●
	Permit to Injure or Remove Trees (woodlands/woodlots), as applicable based on municipal by-laws	●	
	Noise By-Law exemptions, as applicable based on proposed work and municipal by-laws		●
	<i>Fire Protection and Prevention Act, 1997</i> - Notice of camp opening		●
	Open Air Burning / Fire Permits, as applicable based on proposed work and municipal by-laws		●
Thunder Bay District Health Unit	<i>Health Protection and Promotion Act (1990)</i> - notice of camp opening		●
	<i>Ontario Building Code Act, 1992</i> - permit for holding tank at camp location		●
Provincial			
Ministry of Labour	Compliance with safety regulation as per the <i>Occupational Health and Safety Act (1990)</i> , including the filing of a notice of Project prior to construction		●
Ministry of Health and Long-Term Care	Adhere to health regulations as per the <i>Health Protection and Promotion Act (1990)</i>		●
Ministry of the Environment and Climate Change	<i>Environmental Protection Act</i> - Environmental Compliance Approval (ECA) required from MOECC; generator registration	●	
	<i>Ontario Environmental Assessment Act</i> (approval of the EA)	●	

	<i>Ontario Water Resources Act (OWRA)</i> - Permit To Take Water (PTTW) under the Water Taking Regulation (O.Reg. 387/04) and s. 53 Environmental Compliance Approval (ECA) for discharge.	●	
	<i>Safe Drinking Water Act, 2002</i> - Environmental Compliance Approval - Municipal and non-municipal drinking water systems		●
	<i>Pesticides Act (1990)</i> - approval for application, transportation, storage and disposal of pesticides		●
Ministry of Northern Development and Mines	<i>Mining Act (1990)</i> - withdrawal of land from prospecting, withdrawal of staking rights.	●	
	Permanent withdrawal of staking rights under the <i>Mining Act (1990)</i>	●	

Ministry of Natural Resources and Forestry	Consolidated Work Permit as per the <i>Lakes and Rivers Improvement Act (1990)</i> , for work planned on shore land and within water bodies including work and burn authorization for clearing and burning of cleared vegetation	●	
	Fish Scientific Collectors Permit and Wildlife Scientific Collection Permit under the <i>Fish and Wildlife Conservation Act, 1997</i> , to allow for the taking and transferring of fish or wildlife	●	
	<i>Endangered Species Act, 2007</i> , Section 17 permit if the Project affects a species at risk or associated habitat	●	
	<i>Provincial Parks and Conservation Reserves Act, 2006</i> - Research Authorization for provincial parks and conservation reserves (for work to be completed in provincial parks)	●	
	<i>Fish and Wildlife Conservation Act, 1997</i> , authorization should the Project impact scheduled species, any nesting areas, beavers or black bears	●	
	Forest Resource License to harvest timber on Crown lands as per the <i>Crown Forest Sustainability Act, 1994</i>		●
	Crown Lease or Land Use Permit for rights to Crown land in order to locate towers and access facilities under the <i>Public Lands Act (1990)</i>	●	
	Permit under the <i>Aggregate Resources Act (1990)</i> , for the extraction of aggregate on Crown land	●	
	Approval (work permit) to cross provincial parks as per the <i>Provincial Parks and Conservation Reserves Act, 2006</i>	●	
	Air Craft landing permission Provincial Parks	●	
	Amendment to management direction for applicable provincial parks and nature reserves	●	
	<i>Forest Fires Prevention Act (1990)</i> - Burn permit required if there is any fired-based forest clearing proposed		●
Ministry of Transportation	Land Use and Building Permit for construction within, or adjacent to, provincial highways as per the <i>Public Transportation and Highway Improvement Act (1990)</i>	●	
	Entrance Permit for proposed entrances onto provincial highways as per the <i>Public Transportation and Highway Improvement Act (1990)</i>	●	
	An Encroachment Permit is required to place, alter or erect any power line, pole line, or other transmission line within 400 m of any limit of a controlled access highway (e.g., Highway 17) as per the <i>Public Transportation and Highway Improvement Act (1990)</i>	●	
	A Sign permit is required for all signage erected within 400 m of the limit of a provincial highway		●
Hydro One Networks Inc.	Permit to cross existing transmission lines	●	

Lakehead Region Conservation Authority	<i>Conservation Authorities Act (1990)</i> (Ontario Regulation 180/06 Regulation of Development, Interference with Wetlands and Alteration to Shorelines and Watercourses) - Water crossing permits prior to start of construction.	●	
Ministry of Tourism, Culture and Sport	Archaeological clearance under the <i>Ontario Heritage Act (1990)</i>	●	
	Heritage clearance under the <i>Ontario Heritage Act (1990)</i>	●	

Ontario Energy Board	Leave to Construct – The Project requires a “Leave to Construct” approval under Section 92 of the <i>Ontario Energy Board Act , 1998</i> . This application provides the OEB with an opportunity to review the Projects’ technical and other components	●	
	Early Access to Land – This approval is required to permit NextBridge to access private property potentially affected by the Project to undertake specific field studies to establish baseline data while the Section 92 application is considered by the OEB. Early access is often requested to meet seasonal data collection requirements	●	
Technical Standards and Safety Authority (TSSA)	<i>Technical Standards and Safety Act, 2000</i> - licenses for the transport, storage and handling of fuels		
Federal			
Indigenous and Northern Development Canada (INAC)	Permit under Section 28(2) of the <i>Indian Act (1985)</i> , for use of federal lands (i.e., to allow for the crossing of First Nation reserves).	●	
	<i>Canadian Environmental Assessment Act, 2012</i> - s. 67 environmental effects determination for projects on federal land	●	
Fisheries and Oceans Canada	<i>Species at Risk Act (2002)</i> (Federal) - Prior to start of construction	●	
	Authorization under s. 35 of the <i>Fisheries Act</i> may be required if commercial, recreational, or Aboriginal fisheries are impacted	●	
Parks Canada	Land use permit or equivalent authorization to use federal lands	●	
	<i>Canadian Environmental Assessment Act, 2012</i> - s. 67 environmental effects determination for projects on federal land	●	
	<i>Species at Risk Act (2002)</i> (Federal) - Prior to start of construction	●	
Environment Canada	<i>Migratory Birds Convention Act, 1994</i> - Authorization under Section 5, Permit under Section 4	●	
	Permit under s. 73 of the <i>Species at Risk Act</i> (2002) (Federal) - Prior to start of construction	●	
	<i>Transportation of Dangerous Goods Act, 1992</i> - permits of equivalent level of safety		●
	<i>Railway Safety Act</i> (1985) (crossing federally regulated rail lines)	●	
	<i>Canadian Aviation Regulations</i> (Aeronautical Obstruction Clearance)	●	

Transport Canada	<i>Navigation Protection Act</i> - Authorization or Letters of Exemption from TC under the NPA prior to start of construction	●	
	<i>Federal Real Property and Federal Immovables Act</i> for any lease or crossing agreement for road, railway or canal	●	
Natural Resources Canada (NRCan)	<i>Explosives Act</i> (1985) - for the use, storage or transportation of explosives		●
Other			
Rail Companies (CN Rail, etc.)	Permit to cross rail lines	●	
Utility Companies (Various)	Clearance Letters (Private) prior to start of construction	●	
	Permit to cross other utilities (i.e., existing pipelines, fiber optics, etc.)	●	
Mining Claim Holders	Consent from existing claim holders	●	
All other required permits not being supplied by Owner			●
Any permits not listed under owner or contractor's responsibility, Contractor will assist the owner in obtaining in accordance with Section 2.8 of the agreement. Any fees associated with the permits will be passed through to the owner with no mark-up			
Rev 8-30-16			

Exhibit K Contractor Provided Training

1. Safety Orientation

- a. The Contractor will provide all manuals and train all personnel in accordance with the site safety rules of the project.
- b. The Contractor will develop a site safety manual to train all personnel
- c. The Contractor will hold regular scheduled safety meeting and training sessions developed by project team.

2. Electrical Contractor Conductor Splicing Training

- a. The Contractor performing all conductor splices will be trained in accordance with splicing manufacturer specifications on conductor splicing and must have satisfactorily completed training sponsored by the splices manufacturer within six months prior to beginning work. Contractor will use manufacturer's instructions and specification details to prepare splices:
 - i. The Contractor must train ALL personnel performing the splicing on the project. Under no circumstance will any individual perform splicing unless specifically training by the splices manufacturer.
 - ii. All individuals must accurately demonstrate splicing techniques and methods to a splicing manufacturer trainer.
 - iii. All splice technicians must provide evidence of training to Owner prior to actual field splicing.

3. Contractor OEM Training

- a. The Contractor will accept all OEM training by the manufacturer.

4. Electrical Clearance Training

- a. Employees shall be submitted to Owner prior to Substation Facilities energization.
- b. Contractor shall provide electrical clearance training to all employees prior to initial Transmission Facilities energization. Documentation certifying this training has been conducted for all employees shall be submitted to Owner prior to Transmission Facilities energization.
- c. Contractor will train all personnel to properly lock and tag all equipment that become energized during construction.

5. Aboriginal

- a. Contractor shall provide Cultural Sensitivity training to all employees to raise awareness of the history and culture of Aboriginal people leading to discussions on how to form effective professional relationship.

6. Environmental

- a. Owner will develop environmental training, which in turn will be administered and provided by Contractor to all Contractor's employees, and as necessary and applicable, subcontractor(s) and site visitors. The environmental training is to raise awareness of Contractor fully compliance with and adherence to the project environmental requirements including, but not limited to, environmental regulatory requirements, topsoil stripping, soil management, erosion control, drilling mud management, watercourse crossings, species at risk mitigation, surface water management, wildlife management, vegetation management, air/noise monitoring, socioeconomic constraints, timing restrictions, setback requirements, contractor requirements, environmental incidents, reporting requirements

Exhibit L

Intentionally Left Blank

Exhibit M

Intentionally Left Blank

Revised 2/18/16

NextBridge Contractor Safety Requirements Policy

Purpose

Safety is vital to the well-being of any persons, individual, corporation, partnership, limited liability company, association, trust, incorporated organization, governmental authority or any other entity of whatever nature (including their successors or assigns) (each a “**Contractor Entity**” and collectively, the “**Contractor Entities**”), engaged by NextBridge Energy, Inc., its subsidiaries, affiliates, successors or assigns (each a “**NextBridge Entity**” and collectively, the “**NextBridge Entities**”) as identified on a project specific basis to perform work for any NextBridge Entity. The purpose of this Engineering and Construction Business Unit Contractor Safety Requirements Policy (“**Policy**”) is to ensure that any Contractor Entity engaged by any NextBridge Entity to perform work for any NextBridge Entity and all of such Contractor Entity’s subcontractors, vendors and suppliers who perform work at the request or under the direct or indirect control of any Contractor Entity (collectively, “**Contractor Parties**”), on any NextBridge Entity’s or on any NextBridge Entity’s customers’ or contractual parties’ project specific premises, rights-of-way, or facilities (collectively, the “**Job Site**”) is aware of and complies with the relevant NextBridge Entity’s safety requirements, as well as any act, statute, law, regulation, permit, license, ordinance, rule, judgment, order, decree, directive, guideline or policy (to the extent mandatory) or any similar form of decision or determination by, or any written interpretation or administration of, any of the foregoing by any governmental authority with jurisdiction over the Contractor Parties, the relevant project, the Job Site, the performance of the work or other services to be performed under the agreement to which this Policy applies. In certain instances, (identified herein or otherwise specified by the NextBridge Entity) such safety and environmental responsibilities will only pertain to Contractor Parties’ work related areas within the Job Site (“**Contractor Work Area**”). This Policy may be used by the Contractor Parties to help meet training, reporting, submittal and other safety requirements imposed on the Contractor Parties by the relevant NextBridge Entity. The Contractor Parties may also find it helpful in identifying and correcting potential safety hazards prior to starting work, and monitoring the effectiveness of their own safety programs. For avoidance of doubt, this Policy shall be in addition to any other obligations and requirements imposed on the Contractor Entity under any Applicable Laws and the relevant contract between the Contractor Entity and the relevant NextBridge Entity and shall not be deemed or interpreted to limit the Contractor Entity’s other obligations and requirements under any Applicable Laws or elsewhere in such contract.

NextBridge Entities are committed to providing a safe working environment. Review and knowledge of Job Site safety policies will help keep the Job Site safe; however, no Job Site can be injury free without the personal commitment and active involvement of every Contractor Entity on the Job Site. Personal protective equipment (“**PPE**”), tailboards, checklists, and safety meetings can never be as effective as the individual commitment of all Contractor Parties to creating and maintaining a safe work environment. To that end, the Contractor Entity shall and shall cause each of the Contractor Parties to support a safe work environment by providing the necessary tools and time to perform the work in a safe manner. The requirements established within this Policy must be adhered to while working on the Job Site. The purpose of the requirements in this Policy is to ensure the safety of all Contractor Parties on the Job Site, provide a consistent understanding of NextBridge Entities’ expectations, and to provide for the proper treatment of all Contractor Parties on the Job Site, including landowners and their property adjacent to the Job Site. NextBridge Entities reserve the right to refuse Job Site access to Contractor Parties and their personnel for which the relevant NextBridge Entity reasonably believes or has knowledge of such Contractor Parties or their personnel violating any Applicable Laws or requirement set forth in this Policy. Violation of Applicable Laws, safety rules and regulations, or behavior lacking in regard for one’s own personal safety, or that of others, will not be tolerated. The Contractor Entity and each of the Contractor Parties are responsible to implement Job Site and Contractor Work Area specific safety programs and emergency response plans for each NextBridge Entity project. All Contractor Parties who perform work on the Job Site shall comply with the requirements of Applicable Laws, the Job Site and Contractor Work Area specific safety program.

Pre-Construction Meeting

A leadership engagement meeting where the Senior Management Representatives from the Owner and Contractor get together to discuss project expectations shall be held and 2) A Kick-Off meeting will be held at site and include the Owner’s Construction Management Team and the Contractors team.

Contractor’s Responsibilities

It is the Contractor Parties’ responsibility to implement measures necessary to establish and maintain safe working conditions on

the Job Site and for the project. Prior to the commencement of any Job Site work by any Contractor Parties, such Contractor Parties will designate in writing to the relevant NextBridge Entity, a competent safety professional having requisite knowledge and practice in safe working conditions, which competent safety professional shall be mutually agreeable to the relevant NextBridge Entity (each such Contractor Entity shall be referred to as the “**Safety Professional(s)**”). The Safety Professional(s) shall make frequent and regular safety inspections of the Job Site and Contractor Work Area. These inspections shall be documented in writing to the relevant NextBridge Entity in format acceptable to such NextBridge Entity, and submitted to such NextBridge Entity within three (3) business days of such safety inspections of the Job Site and Contractor Work Area. All Contractor Parties on the Job Site shall also be responsible for identifying field supervisors, which shall undertake and document daily safety inspections of such Contractor Entity’s Contractor Work Area (and upon the request of the relevant NextBridge Entity, submit to such NextBridge Entity within three (3) business days of such daily safety inspections of such Contractor Entity’s Contractor Work Area. All at-risk behavior and/or unsafe conditions noted during the daily safety inspections of such Contractor Entity’s Contractor Work Area shall be corrected immediately. The Contractor Entity shall be required to perform a job hazard analysis (“**JHA**”) prior to, and for all work activities on the Job Site. Copies of JHA’s shall be provided to the relevant NextBridge Entity designated representative. Each Contractor Entity shall initiate an accident prevention program which shall include a safety observation program and shall instruct and cause each of the Contractor Parties on the Job Site in the recognition and avoidance of unsafe acts and/or conditions applicable to its work environment to control or eliminate injuries. Each Contractor Entity shall enforce the project safety rules and OSHA regulations pertaining to each of the Contractor Parties and require them to meet all requirements of this Policy. Each of the Contractor Parties is responsible for providing and requiring the use of appropriate PPE in all operations where there is an exposure to hazardous conditions or where the hazard assessment results require PPE. Each Contractor Entity shall also designate and submit to the relevant NextBridge Entity the names of person(s) as required by Applicable Laws for each of the Contractor Parties’ work activities. Each Contractor Entity shall ensure that each of the Competent Persons(s) understand their responsibilities and are capable of identifying existing or predictable hazards, as well as working conditions which are unsanitary, hazardous, or dangerous to personnel on the Job Site, and understands that he/she has the authorization to take prompt corrective measures to eliminate them.

Instruction and Training

All Job Site project supervision (foreman and above) on NextBridge Entities’ projects shall be provided notice of the NextBridge Entities’ safety requirements as set forth by and in accordance with this Policy. Contractor Parties who perform work on a Job Site **MUST** maintain documentation of this training on the Job Site and make same available to the relevant NextBridge Entity upon request. This training will also be required of each of the Contractor Parties whose employment may place them in a position of presumed authority. Instruction and training of all Contractor Parties as it relates to Contractor Parties’ duties, is required on the project. Upon request, documentation of training will be provided to the relevant NextBridge Entity. Temporarily assigned Contractor Parties shall be escorted to the Job Site. Examples of such training to be provided by the Contractor Parties include the following:

- Orientation - All Contractor Parties shall be instructed in the Job Site and Contractor Work Area safety policies and rules, as well as the JHA’s and other safety practices required by their work assignments prior to starting work. Each of the Contractor Parties shall document this training and demonstrate to the relevant NextBridge Entity that each of the Contractor Parties know and understand the safety orientation and JHA’s.
- Safety Meetings - Properly conducted and recorded safety meetings are required. Safety meeting attendance is mandatory. A weekly all hands safety meeting is to be conducted. Documentation of all safety meetings is to be submitted to relevant NextBridge Entity’s designated representative within three (3) business days of such safety meeting.
- Tailboard Meetings - At the start of each shift, each foreman will hold a tailboard meeting which will include safety topics related to the Contractor Parties’ work and a tailboard/specific risk assessment. Topics are to be in writing. The tailboard/specific risk assessment will be completed for all work assignments given throughout the day. The foreman, and the Contractor Parties involved will complete, review and sign the tailboard/specific risk assessment sheet before beginning work. Tailboard/specific risk assessment sheet(s) and the parent JHA(s) are to be kept in the work area for immediate review and/or revision. Contractor Parties assigned to a new activity that is already underway are to review the activities JHA and sign the activity’s tailboard/specific risk assessment sheet before beginning work.
- Specific Instructions - OSHA requires that Contractor Parties on the Job Site who perform specific tasks or operate specific equipment be trained in its use. The Contractor Parties on the Job Site shall ensure that only Contractor Parties qualified by training or experience shall be permitted to operate machinery. These qualifications shall be documented

by each Contractor Entity, maintained at the Job Site and made available to the relevant NextBridge Entity upon request.

A leadership safety training session shall be developed and held for all supervisory personnel. A third party trainer should be utilized if the contractor does not have an in-house leadership program.

Record Keeping

The Contractor Parties on the Job Site have the responsibility to maintain all records required by Applicable Laws, applicable permits, worker's compensation insurance or similar regulations. Specific items required to be submitted to, or maintained at the Job Site and made available to the relevant NextBridge Entity upon request are as follows:

1. Copy of contractor's site specific safety program
2. Copy of contractor's hazard communication program
3. Copy of indexed SDS's
4. Designated (in writing) safety professional
5. Field supervisor daily and safety professional safety inspections
6. Names of competent persons (if applicable):
7. Safety meeting minutes and attendance sign-in sheet
8. All accident/incident reports
9. Employers first report of injury and associated medical reports or doctor recommendations
10. Notification of any hazardous chemicals brought on the job site
11. Daily excavation inspection reports
12. Updated roster including employee name and position (weekly)
13. Copy of all job hazard analysis – copy must also be in work area while work is being performed.
14. First aid/recordable injury statistics (monthly)
15. Verification of employee orientation including JHA(s) training
16. Tailboard Sheet - must be in work area while work is being performed - kept on file when task complete
17. Specific instructions - pre-lift meetings, operator training, Hazcom training, powder actuated tool training, etc.
18. First-aid log
19. Job site specific injury & illness log
20. Regulatory posters
21. Emergency response plan
22. Crane inspections (annual, monthly, daily)
23. Heavy equipment inspections (monthly, daily)
24. Equipment inspections (rigging, ladder, etc.) daily.
25. Inspection of first-aid kit(s) - weekly

Hazardous Materials

Each of the Contractor Parties on the Job Site' is responsible for notifying the relevant NextBridge Entity in writing of any hazardous chemicals or substances that are to be brought on the Job Site. The legal storage, use, and disposal of hazardous chemicals or substances are the responsibility of the Contractor Parties on the Job Site unless otherwise specified by the relevant NextBridge Entity. If hazardous chemicals are going to be used, the Contractor Parties shall implement a hazard communication program that will include training, SDS, and labeling. All containers will be labeled without regard for duration of use or quantity. Use of chemicals may result in hazardous waste; in such cases, the Contractor Parties on the Job Site shall institute a program to address hazardous waste storage and disposal in accordance with the code of Federal regulations, state regulations, and other requirements delineated in the bid and contract documents. When it is reasonable that the Contractor Parties' personnel on the Job Site may come into contact with chemicals, particulates, aerosols or fumes which are reasonably expected to exist and exceed allowable limits, then the Contractor Parties on the Job Site shall put an industrial hygiene program in place. SDS sheets are to be found on file and available on the Job Site for review in the Contractor Parties' offices by all personnel.

Fire Prevention

The Contractor Parties on the Job Site shall be responsible for fire protection in its work and operational and storage areas in accordance with all local, county, state and federal requirements twenty-four (24) hours a day, seven (7) days a week, through the duration of the contract. The Contractor Parties on the Job Site shall comply with all fire and safety rules and regulations established on the project. Fire extinguishers and a fire watch are required around open flame and spark producing operations. All vehicles are required to have proper exhaust systems. A Job Site emergency and evacuation plan shall be developed and implemented by the Contractor Parties on the Job Site.

Corrective Measures for Safety Program, Safety Training or Safety Rule Violations

The Contractor Parties shall establish a safety program that defines corrective measures for minor safety violations and major safety violations that occur on the project. These classifications as to what shall constitute a “minor” versus a “major” violation shall be subject to the NextBridge Entity’s input and approval.

The Contractor Parties shall institute a “two strikes and you are out” policy for minor violations. After two minor violations have been observed by a Contractor Party’s supervisor or manager, the third violation shall require that the employee of such Contractor Party who committed such minor violation be denied access to the Job Site.

After any single major violation committed by a Contractor Party employee, the employee of such Contractor Party who committed such major violation shall be denied access to the Job Site.

Medical/ First Aid Services and Procedures

Each of the Contractor Parties performing work on the Job Site shall make provisions prior to commencement of the project for prompt medical attention in case of serious injury or medical emergency. An injury management system shall be developed and executed by the Contractor Parties’ authorized representative with the following components:

1. Minor injuries shall be treated on the Job Site by an individual certified in first aid.
2. A local occupational health clinic or physician knowledgeable of construction work shall be established at the start of the project to treat injuries that require a doctor visit. The local emergency room will be utilized as a last resort only if a local clinic/physician is unavailable. Utilization of an emergency room should be followed as soon as possible by a more thorough and accordingly more accurate evaluation by the Contractor Parties’ local clinic/physician.
3. Return to work policies shall be developed and implemented by each of the Contractor Parties on the Job Site.

Each of the Contractor Parties performing work on the Job Site shall ensure that first-aid supplies are easily accessible around the Contractor Work Area and documented inspection and refilling of the contents shall be conducted at least weekly. The Contractor shall post telephone numbers and addresses of the EMS providers and hospitals. Each occupational illness or injury shall be reported immediately by the Contractor Parties to the relevant NextBridge Entity designated project manager. For emergency cases, ambulance services will be contacted first by the quickest means available. A daily record shall be kept on all Contractor Parties performing work on the Job Site requiring first aid treatment. If medical treatment is required, the Contractor Parties must provide transportation of the injured to a hospital or physician. A Contractor Parties’ supervisor shall accompany the injured person and remain at the facility until the person is ready to return. All reports from the physician concerning treatment, diagnosis, return to work status and restrictions shall be brought back to the Job Site and a copy(s) provided to the relevant NextBridge Entity designated project manager. The Contractor Parties performing work on the Job Site shall complete and retain on file “Employer’s First Report of Injury” and a Job Site specific injury & illness log, and provide the relevant NextBridge Entity a copy of each upon request.

Accident statistics shall be presented in a spreadsheet format acceptable the relevant NextBridge Entity, and shall include the injured person’s category of craft, the relevant Contactor Entity’s name with whom the injured person is affiliated, the injured person’s years of experience, type and description of injury/illness, cause of injury/illness, treatment, and supervisor’s name. The relevant NextBridge Entity will provide an example form. A safety indicator status is required and shall include total contractor man-hours, minor injuries, lost time recordable injuries and near misses.

The NextBridge Project Monthly Safety Metrics Template or equivalent shall be utilized.

The Contractor Parties performing work on a Job Site will provide the relevant NextBridge Entity with written monthly injury, recordable incident, and man-hour statistics by the fifth (5th) day of each month.

Accident Investigation & Reporting Process

All injuries to any Contractor Party personnel or damage to any property and near misses must be reported to the relevant NextBridge Entity designated project manager immediately. In addition to other reporting requirements, at the end of their shift, all Contractor Parties’ personnel performing work on a Job Site are required to verbally report to their supervisor whether or not they have sustained any injury or caused any damage to property on the Job Site or other safety concern. Supervisors are to relay any items discussed, or lack thereof, up their chain of command until the Contractor Parties’ Job Site manager has spoken with the relevant NextBridge Entity’s designated project manager. All injuries and property damage must be reported no later than

the end of shift. Late report of injuries will not be accepted. In the event of an Lost time Injury case or near miss on the Job Site, the NextBridge Entity's designated project manager shall convene a meeting with injured personnel, the supervisor, and other attendees as deemed necessary by the NextBridge Entity's designated project manager. Notification and investigation of the same by the Contractor Entity shall be performed in the following manner:

1. The Contractor Entity shall send a preliminary report within 24 hours to the relevant NextBridge Entity's designated project manager, include the following:
 - A. Description of the incident;
 - B. Immediate corrective action taken;
 - C. Condition of the injured; and
 - D. Medical treatment administered.
2. Prior to the NextBridge Entity designated project manager's meeting and within ten (10) days of the incident, the Contractor Entity shall provide a follow-up report to the relevant NextBridge Entity's designated project manager with the following:
 - A. Detailed incident description and investigation results including root causes;
 - B. Corrective action and implementation plan; and
 - C. Contractor Entity's first report of injury.
3. The Contractor Entity will amend the follow-up report to include any additional information found relevant during the meeting with the designated NextBridge Entity's designated project manager and this will serve as the final report.

Management reserves the right to require the contractor to hold a safety incident leadership review dependent on actual or potential incident severity. The Enbridge MP-HSMS Guideline 007 or equivalent shall be utilized.

Project Safety Committee

The project will require the active involvement of a project safety committee. The purpose of the committee is to allow unencumbered opportunity for craft Contractor Parties' personnel performing work on the Job Site to explore or voice concerns or suggestions in an effort to promote such craft personnel involvement in improving their work environment and provide a forum for discussion and review of individual Contractor Entity and Contractor Parties efforts toward the project goal of zero accidents/incidents. The safety committee will work with the full understanding that they may only comment or make suggestions to project management. Committee membership and participation will be solicited and required from the non-supervisor craft level of Contractor Entities/crafts and on-Job Site Contractor Parties. Members will be required to attend and participate in a regularly scheduled meeting held on a weekly basis. Committee members will decide committee membership rotation, if any, based on factors that encourage committee success. Committee members will select a chairman to lead the committee and develop a weekly agenda. A NextBridge Entity's supervisor will act as a committee resource, as well as documenting committee meeting minutes. Contractor Parties Job Site safety supervisors will be welcomed into committee meetings as committee resources. Individual representatives will have the responsibility to disseminate committee information to their respective Contractor Parties and fellow personnel. Project management is expected to support the committee by promptly addressing comments and suggestions made by the committee. It is expected that most decisions by project management on committee suggestions will be reached at the daily planning meeting, at which, the committee's comments are distributed. Committee comments and Contractor Parties' decisions or actions requiring extended consideration or correction time may require a written response to the relevant NextBridge Entity's designated project manager.

Third Party Inspections

In addition to visits and inspections by corporate representatives, the Contractor Parties are advised that the project and the Job Site may be inspected by authorized third parties. These may include, without limitation representatives of NextBridge Entities' insurance companies, or the Ministry of labor. Third party inspectors are to be directed to the relevant NextBridge Entity's office prior to being allowed on the Job Site. Third party inspectors entitled to access will be treated with respect and courtesy.

The safety program shall outline requirements similar or equal to the following safety expectations:

- **Clothing Requirements**

Shirts with at least a four (4)-inch over the shoulder sleeve shall be worn at all times. Tank tops are not permitted. Long pants are required. Approved work boots or footwear shall be worn in all construction areas. Sandals, tennis shoes, or any other street type shoes will not be permitted. Contractor Parties performing work on the Job Site shall ensure that work boots or footwear provide adequate protection from foot injuries due to falling or rolling objects as identified in the hazard assessment. Loose fitting clothes or jewelry shall not be worn around moving machinery, grinding operations, welding operations, etc.

- **Personal Protective Equipment**

All Contractor Parties' personnel will have their name or other positive identifier, and company name clearly identified on their hard hat. Hard hats shall be worn at all times while within the Job Site. This includes while operating any piece of equipment that is not fully enclosed. Hard hats may be removed during breaks, lunches, and immediate crew briefings when all work is stopped in the area. Safety glasses with side shields are required at all times. Approved double eye protection and face protection is required when in the area of welding, grinding, chipping, chemical handling, drilling, or sawing. This section will also apply to those who are assisting anyone performing these activities. Prescription glasses must meet safety glass standards or safety glasses must be worn over prescription glasses. Work gloves are required to be worn for all manual material handling and as identified in JHA's. Chemical resistant protective footwear shall be worn when there is a possibility of hazardous chemicals coming in contact with the foot. OSHA approved hearing and respiratory equipment shall be worn when required. Contractor Parties shall meet the selection, fitting, and maintenance requirements of Federal, provincial and local safety and environmental standards. Contractor Parties' personnel working within a public roadway easement, where the potential for public vehicle traffic is present, shall wear approved warning vests or other suitable garments marked with or made of reflective or high-visibility material.

- **Fall Protection**

All Contractor Parties' personnel performing work on the Job Site shall wear a full body harness and shock absorbing lanyard attached to the back "D" ring when working six feet or more above the ground or a lower level. When possible exposure to a fall of six (6) feet or more, or the possibility exists that a fall may result in striking a lower level, and no other approved means of fall protection is provided, 100% tie-off is required. Lanyards shall be rigged as such that Contractor Parties' personnel can neither free fall more than six (6) feet, nor contact any lower level. A full body harness and shock absorbing lanyard shall also be worn and attached to the tie-off point when working from extensible or articulating boom platforms and to vertical drop lines when working from suspended scaffolding. Specific project or task requirements may exist that require adherence to more stringent requirements. Self-Retracting lanyards (SRL) are a preferred method of fall arrest when the anchor point is within 18 feet from the nearest point of contact (i.e. ground/platform) as the fall clearance requirements for 6 foot lanyards is a minimum of 18 feet.

- **Signs, Signals, Barricades and Lights**

Signs, signals and barricades shall be utilized and visible at all times where a hazard exists. When such signs, signals and barricades (including barricade tape) are in use, a tag shall be conspicuously placed and securely fastened to same and shall explain the hazard and identify the Contractor Parties (including the employee and/or supervisor) responsible for the erection of such item. All streets, roads, highways and other public thoroughfares, which are closed to traffic, shall be protected by effective barricades on which shall be placed acceptable and highly visible warning signs. Barricades shall be located at the nearest intersecting public highway or street on each side of the blocked section. Obstructions, such as material piles and equipment, shall be evaluated for suitable barriers, warning signs and lights. All barricades, signs, lights and other protective devices shall be installed and maintained in conformance with applicable statutory requirements. When any work is performed at night or where daylight is obscured, the Contractor Parties performing work on the Job Site shall, at their expense, provide artificial light sufficient to permit work to be carried out efficiently, satisfactorily and safely, and to permit thorough inspection. During such time, access to the place of work shall also be clearly illuminated. All wiring for electric light and power shall be installed and maintained in a professional manner, securely fastened in place at all points, and shall be kept as far as possible from telephone wires, signal wires, and wires used for blasting. Signs, signals and barricades shall be removed when a hazard no longer exists.

- **Lockout/Tag out**

The Contractor Parties performing work on the Job Site must adhere to a lockout/tag out program that meets or exceeds current Applicable Laws whenever they must isolate machines or equipment from energy sources to prevent unexpected energization, start-up or release of stored energy that could cause injury. All Contractor Parties' personnel involved in the installation, maintenance, repair, or the servicing of equipment on the Job Site that requires the bypassing of guards, are required to follow this policy. All authorized and affected Contractor Parties' personnel performing work on the Job Site shall be trained in the lockout/tag out procedure.

- **Hand and Power Tools**

All hand and power tools shall be maintained in a safe condition. Contractor Parties shall not issue nor permit the use of unsafe hand or power tools. Electrical power tools shall be grounded or double insulated and protected by a Ground Fault Circuit Interrupter at the power source. Pneumatic power tools shall be secured to the hose or whip by some positive means. Air compressors will be equipped with a check valve to prevent unrestricted airflow. Only properly trained Contractor Parties'

personnel performing work on the Job Site shall operate power actuated tools. The Contractor Parties shall maintain certification documentation on their personnel performing work on the Job Site that require the use of powder-actuated tools during performance of the work on the Job Site. Cords, leads and hoses shall be kept at least seven (7) feet off the ground or placed out of the way to prevent a tripping or traffic hazard. The use of razor or any type knife to strip cable or wire is forbidden. Any and all cable or wire will be stripped using a proper cable stripping or wire stripping tool.

- **Compressed Gas Cylinders**

Compressed gas cylinders shall be stored upright in racks or carts at all times. Oxygen cylinders in storage shall be separated from fuel gas cylinders or combustible material a minimum of twenty-five (25) feet, or by a non-combustible barrier at least five (5) feet high having a fire resistant rating of at least one-half hour. Empty cylinders shall be stored separate from full cylinders and stored with like cylinders. "No Smoking" signs shall be posted at storage areas and signs shall clearly indicate contents of the cylinders. When transporting, moving and storing cylinders valve protection caps shall be in place and secured. Cylinders shall not be hoisted by magnets or choker slings. Valve protection caps shall not be used for hoisting cylinders. Cylinders shall be kept away from sparks, hot slag and flames, or be adequately protected. Cylinders shall not be placed where they can become part of an electrical circuit. Cylinders shall be labeled as to the nature of the contents. Anti-flash back valves shall be provided on all oxygen and acetylene lines.

- **Rigging Equipment**

All rigging equipment shall be free from defects, in good operating condition and maintained in a safe condition. Rigging equipment shall be inspected before use on each shift and as necessary to ensure that it is safe. The Contractor Parties shall be required to perform daily inspections, which such inspections are to be documented on the day's tailboard. A designated, Competent Person of the Contractor Parties performing work on the Job Site shall thoroughly inspect and document rigging equipment inspections monthly to ensure that it is in safe condition. Rigging shall be properly stored off the ground and from exposure to the sun, rain, snow, etc. Rigging can be damaged or compromised because of poor storage methods.

- **Cranes and Derricks**

The Contractor Entities performing work on the Job Site shall certify all cranes and derricks as being in safe operating condition before using the crane or derrick on the Job Site. This certification shall be maintained by the Contractor Parties and provided to the relevant NextBridge Entity upon request. Cranes and derricks shall be inspected daily prior to use. A more thorough monthly inspection shall be made when said monthly inspections are recommended by the manufacturer. The Contractor Parties shall maintain records on the Job Site of these inspections and provide copies to the relevant NextBridge Entity upon request. Any deficiencies shall be repaired, or defective parts replaced before continued use. The Contractor Parties shall comply with the manufacturer's specifications and limitations applicable to the operation of all cranes and derricks. All operators of cranes shall be properly licensed and/or certified by a Competent Person. Copies of operator certifications shall be maintained on the Job Site and copies made available to the relevant NextBridge Entity upon request. The swing radius of cranes shall be barricaded. Hand signals shall be posted in an operator's station; Contractor Parties' personnel assigned to work around the crane on the Job Site will be trained in the use of hand signals. There shall be one designated signal person for each lifting operation. Equipment shall not be operated where any of the equipment or load will come within ten (10) feet (3.1m) of electrical distribution or transmission lines less than 50 kV. Minimum clearance between lines and any part of the crane or load must be ten (10) feet PLUS 0.4 inches for each 1kV over 50kV or twice the length of the line insulator but never less than ten (10) feet. The Contractor Parties shall not permit their personnel to ride the headache ball, hook, or any load being handled by the crane. While in use, maintenance or lubrication shall not be performed. Rated load capabilities, recommended operating speeds, special hazard warning and special instructions shall be visible to the operator while at the control station. Tag lines shall be used on all loads. Special caution should be used in concrete bucket operations.

Contractors shall conduct "spotter" training for all employees assigned to be spotters for heavy equipment.

- **Equipment**

All equipment must be inspected daily before use. A more thorough monthly inspection shall be made when said monthly inspections are recommended by the manufacturer. All inspections must be documented and copies shall be provided to the relevant NextBridge Entity upon request. Defective equipment shall be removed from service immediately and repairs made as soon as possible. All rubber-tired self-propelled scrapers, rubber-tired front-end loaders, rubber-tired dozers, wheel-type agricultural and industrial tractors, crawler tractors, crawler-type loaders and motor graders shall be equipped with rollover protective structures and seat harnesses. All operators of construction equipment shall be properly licensed and/or certified by a Competent Person. Copies of operator certifications shall be maintained on the Job Site and provided to the relevant NextBridge Entity upon request. All equipment with an obstructed view to the rear shall have a reverse signal audible above the

surrounding noise level or a flagman. All cracked or broken glass shall be replaced before bringing vehicles on the Job Site. If glass is broken or damaged on the Job Site, and if the damage is severe enough to cause a potential safety problem, the machine shall be stopped until such damage has been repaired. While in use, maintenance or lubrication shall not be performed. Standing or riding on the back of a piece of equipment is prohibited. Seat belts shall be worn when operating any equipment with rollover protection. All Contractor Parties' personnel performing work on the Job Site operating a forklift, owned or leased, must possess and be able to present upon request, a forklift training certification card specifying their qualification for that class of forklift.

- **Motor Vehicles**

All Contractor Parties' personnel driving on the Job Sites are required to have property damage and personal liability insurance on personal vehicles. All drivers of motor vehicles shall be licensed, trained, and instructed to exercise good cautious operating judgment as well as observe posted speed limits. Seat belts shall be worn at all times when traveling in any vehicle. Horns are to be sounded at blind corners, when passing, etc. Riding in the back of any type of truck is strictly prohibited. While in use, maintenance or lubrication shall not be performed.

- **Ladders**

Ladders shall be inspected prior to use and documented on the day's tailboard. The use of ladders with broken, cracked, or missing rungs or steps, broken or split rails or other defective construction is prohibited. Damaged or defective ladders will be removed from the Job Site. Ladders shall extend no less than 36 inches above landing and be secured to prevent displacement. Stepladders must be set level with spreaders locked. Portable ladders must be equipped with safety shoes. Wooden ladders are not to be used on the Job Site. Metal or conductive ladders shall not be used where they may become energized.

- **Floor and Wall Openings and Stairways**

Tower ladder hatches will be kept closed. Contractor Parties' personnel passing through a hatch must close the hatch prior to performing any other task or continuing to climb. Floor and wall openings shall be guarded by a standard guardrail, including midrail and toeboard or a cover installed and secured to prevent movement. Guardrails must be of sufficient strength to support two hundred (200) pounds of pressure when applied at midspan of the guardrail parallel with the floor and perpendicular to the guardrail with a minimum deflection of three (3) inches. Covers must be adequately secured to prevent displacement and have "Danger" signs attached identifying the hazard. Every flight of stairs having four (4) or more risers shall be equipped with standard stair railings. Stairs are not to be used until risers and railings are securely installed. Treads will be poured as soon as possible where poured treads apply and stairways are not to be used until treads are poured. Debris and other loose materials shall not be allowed on stairways or at stairway access points.

- **Excavations and Trenching**

Prior to opening any excavation or trench, the Contractor Parties performing such work on the Job Site must notify the relevant NextBridge Entity. In addition, the Contractor Parties performing work on the Job Site shall contact any other necessary personnel within ten (10) days prior to commencing any digging, to determine whether underground installations, (sewer, telephone, fuel, electric lines, etc.) may be encountered and where they are located. An excavation permit may be specifically required by the project. Excavations and trenches shall be inspected by a Competent Person daily and after every rainfall to determine if they are safe. The evaluation shall include the work activity, as well as, non-work related traffic. Inspections shall be documented and copies are to be provided upon request to the relevant NextBridge Entity within three (3) working days of completion. After the soil is classified, all banks four (4) feet high or more shall be sloped, shored, or have trench shields installed. Spoils will be located no closer than two (2) feet from the edge of the excavation. Ladders or steps shall be provided in all trenches four (4) feet or more in depth. Ladders or steps shall be located to require no more than twenty-five (25) feet of lateral travel before having access. All open trenches and other excavations shall be provided with suitable barriers, signs and lights to the extent that adequate protection is provided. Barricades may be removed if necessary to allow unrestricted access while working in an excavation. Barricades must be reinstalled prior to the end of shift or Personnel otherwise leaving the area. All walkways or ramps crossing over excavations shall be secured in place and equipped with standard guardrails.

- **Confined Space Entry**

At a minimum, "Confined Space" will be recognized as defined by Canadian regulations. Confined Space entry shall be performed in compliance with Canadian regulations and will include a permit system, air sampling, and proper training.

- **Housekeeping**

During the course of construction, all field trash, debris and scrap material shall be promptly disposed of and shop/work areas shall be kept clean and orderly. The Contractor Parties performing work on the Job Site shall provide containers for the

collection and separation of waste, trash, oily rags and other refuse. Metal (dumpster type) containers must be used and emptied promptly. Garbage and other waste shall be disposed of at frequent and regular intervals in a manner approved by the relevant NextBridge Entity's designated project manager. The Contractor Parties shall notify the relevant NextBridge Entity in writing of any hazardous waste that will be generated during performance of the work on the Job Site. The Contractor Parties have the direct responsibility of maintaining proper storage of these wastes while on the Job Site and will verify to the relevant NextBridge Entity in writing that the wastes have been disposed of in a legal manner. Contractor Parties' personnel shall not pour, bury, burn, nor in any way dispose of any chemical on the Job Site without the written permission of the relevant NextBridge Entity. The Contractor Parties shall dispose of all combustible debris generated on the Job Site to an approved solid waste disposal site. No open burning of debris or rubbish will be permitted on the Job Site. Materials and supplies shall be stored in locations that will not block access ways, and shall be arranged to permit easy cleaning of the area. Smoking is prohibited in all enclosed buildings and in areas posted as "No Smoking Area". All cigarette ends (fire hazard in the dry areas) must be disposed of appropriately; do not throw on the ground. All hoses, cables, extension cords, and similar materials shall be located, arranged, and grouped so they will not block any access way and will permit easy cleaning and maintenance.

- **Safe Work Practices**

Safe work procedures shall be developed by the contractor for the following processes:

- Helicopter safety
- Slinging loads with a helicopter
- Driving safety
- All-terrain vehicle safety
- Snowmobile safety
- Work in remote locations
- Wildlife safety
- Bear deterrents
- Cougar survival
- Wilderness survival
- Working in cold and hot environments
- Working on or near ice and along rivers.
- Boat Safety
- Drilling safety
- Lightning hazards
- Ground disturbance Guidelines
- Open Blade Knife Policy
- Winter footwear

- **Weather Event/Severe Storm Emergency Response Procedure**

Contractor Parties shall implement an organized, orderly system to prepare the Contractor Work Area for inclement weather associated with weather events, severe storms, and lightning.

Contractor Parties are responsible for developing and training personnel on the Job Site in a weather event/severe storm emergency response procedure.

Contractor Parties shall establish a storm damage assessment team.

- **Weather Event/Severe Storm Preparedness Plan**

Contractor Parties shall inspect the Job Site, contractor work area, storage areas, shops and trailers to ensure all Contractor Parties' equipment and material are properly secured. Contractor Parties shall establish a call-in team in the event preparations need to be made after hours. As a minimum, the following should be accomplished:

Weather Event/Severe Storm Watch (36 to 48 Hours' Notice):

1. Band and secure all lumber.
2. Band and secure all plastic pipes, conduit, and other similar objects.

3. Band and secure all siding, decking, sheet metal, and other similar objects.
4. Dismantle and/or secure all scaffolds and temporary platforms.
5. Inspect and secure all temporarily installed piping, ductwork, and equipment. This may include adding lashing or lowering the equipment or material to the ground.
6. Finish bolting up all unfinished erected structural steel. Add additional steel, if necessary, to ensure the stability of the structure.
7. Lash down all unsecured tanks, silos, ductwork, and hoppers.
8. Tie down all storage vans, containers, and temporary structures. This includes stairways, print shacks, and other similar structures.
9. Tie down all gang boxes or other similar items located in elevated positions up in the structures.
10. Dismantle and/or secure all large signs and similar structures.
11. Remove all radiation sources from the project.
12. If possible, remove all fuel trucks and tanks from the project. Trucks and tanks left on the Job Site shall be secured and diked to contain a spill.
13. If possible, all of Contractor's Parties' hazardous material shall be removed from the Job Site. Material left on the Job Site shall be secured and diked to contain a spill.
14. All elevated work areas for example, Turbine decks, shall be cleared of all loose material.

Weather Event/Severe Storm Warning (1 to 24 Hours' Notice):

1. Contractor Parties should make sure that all materials and equipment are secured by this time.
2. Contractor Parties will shut down the contractor work area construction power system.
3. Contractor Parties will shut off the construction water system.
4. All crane booms shall be lowered to the ground and secured.
5. All small vehicles such as golf carts, welding machines and compressors shall be secured.
6. All office trailers and buildings shall be locked.
7. Job Site shall be evacuated.

Following a Weather Event/Severe Storm:

1. Once the weather event/severe storm has passed, the Contractor Parties shall return to the Job Site to determine if the contractor work areas are safe for Contractor Parties' personnel re-entry.
2. Contractor Parties shall appoint a management person as a contact. The Contractor Parties who perform work on the Job Site shall communicate to the appointed persons the condition of the contractor work area.
3. If the contractor work area is unsafe for entry, the Contractor Parties shall determine what resources are needed to make the contractor work area safe for re-occupancy.
4. The Contractor Parties shall appoint a single point of contact for the necessary resources to prepare the contractor work area for re-occupancy.
5. Only when the contractor work area has been determined safe for re-occupancy by the relevant Contractor Parties' and the relevant NextBridge Entity shall the Contractor Parties' personnel be allowed back to the contractor work area to resume normal construction activities.

Weather Events/Severe Response Construction Site Team

The Contractor Entity shall maintain a list of team members and phone numbers of those Contractor Parties' personnel on the Job Site/Contractor Work Area teams.

Exhibit P

Intentionally Left Blank

Exhibit R

Intentionally Left Blank

Exhibit S

Intentionally Left Blank

Exhibit T-1

Intentionally Left Blank

Exhibit T-2

Intentionally Left Blank

Exhibit T-3

Intentionally Left Blank

Exhibit T-4

Intentionally Left Blank

Exhibit T-5 Form of Provisional Acceptance Certificate

Provisional Acceptance Certificate

DATE: _____

1. Unless otherwise defined herein, the capitalized terms used throughout this Provisional Acceptance Certificate shall have the meanings as set forth in the Procurement and Construction Agreement for Transmission Facilities effective as of [_____] [___], 201[___], between NextBridge Infrastructure LP (“Owner”) and [_____] (“Contractor”).

2. Contractor certifies and represents that the following statements are true as of the date of delivery of this Provisional Acceptance Certificate to Owner:

a) The Contractor has satisfied all of the requirements for the achievement of Provisional Acceptance in accordance with the Agreement.

b) Contractor has delivered this form, completed except for signature by Owner, to Owner’s duly authorized representative on the above date.

c) Punch List Items not completed to date are listed below or on the attached sheet:

_____.

d) The following are the assigned responsibilities for security, maintenance, utilities, damage to the Work, and insurance.

3. The person signing below is authorized to submit this form to Owner for and on behalf of Contractor.

[Contractor]:

By: _____

Name: _____

Title: _____

Exhibit T-5 Form of Provisional Acceptance Certificate

Provisional Acceptance Certificate

Owner to cross through one (1) of the following statements:

- A. Owner agrees that the Contractor has satisfied all the required obligations and has achieved Provisional Acceptance for his scope of work. This Provisional Acceptance Certificate was received by Owner on the date first written above and is effective as of that date.

- B. Owner does not agree that the Contractor has satisfied his required obligations, and therefore has not achieved Provisional Acceptance for his scope of work, due to the omissions, liens, or defects listed below and/or the incomplete nature of the specified portions of the Work listed below or on the attached sheet:

NextBridge Infrastructure LP:

The person signing below is authorized to sign the Provisional Acceptance Certificate for and on behalf of Owner.

By: _____ Date: _____
 Name: _____
 Title: _____

**Exhibit T-6
Form of Final Acceptance Certificate**

Final Acceptance Certificate

Date: _____

- 1. Unless otherwise defined herein, the capitalized terms used throughout this Final Acceptance Certificate shall have the meanings as set forth in the Procurement and Construction Agreement for Transmission Facilities effective as of [_____] [__], 201[___], between NextBridge Infrastructure LP (“Owner”) and [_____] (“Contractor”).
- 2. Contractor certifies and represents that the following statements are true as of the date of delivery of this Final Acceptance Certificate to Owner:
 - a) The Contractor has satisfied all of the requirements for the achievement of Final Acceptance in accordance with the Agreement.
 - b) Contractor has delivered this form, completed except for signature by Owner, to Owner’s duly authorized representative on the above date.
- 3. The person signing below is authorized to submit this form to Owner for and on behalf of Contractor.

[Contractor]:

By: _____
 Name: _____
 Title: _____

Exhibit T-6 Form of Final Acceptance Certificate

Final Acceptance Certificate

Owner to cross through one (1) of the following statements:

- A. Owner agrees that Final Acceptance has been achieved. This Final Acceptance Certificate was received by Owner on the date first written above and is effective as of that date.

- B. Owner does not agree that Final Acceptance has been achieved by the Contractor due to the omissions, liens or defects listed below and/or the incomplete nature of the specified portions of the Work listed below or on the attached sheet:

NextBridge Infrastructure LP:

The person signing below is authorized to sign the Final Acceptance Certificate for and on behalf of Owner.

By: _____
 Name: _____
 Title: _____

Date: _____