



## COMMUNICATION POLICY

J-AAR Excavating believes that communication is a foundation of respect between a company and its employees. As such J-AAR strives to keep a steady flow of communication through all employees in the company. This will help us maintain safe, healthy work environments by giving senior management further insight into what is going on at field level, as well as ensuring that field level staff are up to date of all changes being made to the Health and Safety Policies at J-AAR.

J-AAR will always be open to new form of communication. For the time being we have adopted several ways of internal communication including weekly management meetings; weekly toolbox talks; new worker orientations, daily JHA's/safety meetings.

J-AAR holds an annual organization-wide meeting with all employees to update them on our health and safety performance, trends, goals, and training requirements. This also acts as a yearly refresher course for the updated OHSMS as well as WHMIS.

Senior Management welcomes input from workers. J-AAR has instituted the use of employee observations through the HCSS app. This allows employees to report both good and bad events on jobsites as they happen.

Efforts are always made to ensure that there are no barriers of communication. We will always deliver communication in a manner that considers the ability, language skills, and literacy capabilities of all parties involved.

A handwritten signature in black ink, appearing to read 'S. A. A.', is written above a horizontal line.

Signature

February 24, 2023

Date