



Heat Injury & Illness Prevention Program (HIIPP)

Note that **yellow highlighted** fields must be populated or printed and visibly posted.

The Management Trust (“Company”) recognizes that our people drive the business. As the most critical resource, employees will be safeguarded through training, provision of appropriate work surroundings, and procedures that foster protection of health and safety. As employee owners in our ESOP it is critical that we all make wise choices and are accountable for our actions. Each employee should return home in the same condition to his or her loves ones every day. It is our collective responsibility to acknowledge this key responsibility and act accordingly.

Reminder that all safety and people policies may be located and reviewed anytime on our ESS (Employee Self-Service) intranet (ess.managementtrust.com). Each of us is responsible for understanding and abiding by these policies. Doing so demonstrates respect for our fellow teammates and is also a condition of continued employment.

Please contact any member of Human Resources or Division Leadership at any time with any questions. And always remember to report any actual or potential safety concerns/hazards immediately. The wellbeing of one or many of your colleagues depends upon it.

These procedures describe the minimal steps applicable to most outdoor work settings and are essential for reducing heat related illnesses. In working environments with a higher risk for heat illness (i.e. during a heat wave or other severe working/environmental conditions), it is the Company’s duty to exercise greater caution and additional protective measures beyond what is listed in this document, as needed to protect our employees. **Supervisors have a specific responsibility to maintain the overall safety of their teams.** This includes evaluating and considering the individual conditions present at their site, such as:

- Size of the crew
- Length of the work shift
- Ambient temperature (which can be taken either with the aid of a simple thermometer or by monitoring the weather)
- Presence of Personal Protective Equipment (PPE) or additional sources of heat
- Any other conditions deemed to reasonably impact the possibility of heat illness

Safety Point of Contact (POC) Information/Report Concerns To This Individual or Another Supervisor:

Location Name: _____

Safety & Training POC Name (Supervisor or above): _____

Safety & Training POC Title (Supervisor or above): _____

Best Contact Method (i.e. Phone Number/Email Address): _____

Date This Information Was Last Reviewed/Updated: _____

(reminder to regularly update as necessary)

All training will be provided in-person at least annually by the designated Safety POC or a similarly qualified Company representative. Participation is mandatory and will be recorded via specifically designed sign-in sheets (available from HR and once completed must always be sent to HR for recordkeeping).

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Provision of Water

1. Drinking water containers (of 5-10 gallons each) will be brought to the site, so that at least (2) quarts per employee are available at the start of the shift. All workers, whether working individually or in smaller crews, will have access to drinking water
2. Paper cone rims or bags of disposable cups and the necessary cup dispensers will be made available to workers and will be kept clean until used.
3. As part of effective replenishment procedures, the water level of all containers will be checked periodically (i.e. every 30 minutes) and more frequently when the temperature rises. Water containers will be refilled with cool water when the water level within a container drops below (50) percent. Additional water containers (i.e. 5-gallon bottles) will be carried to replace water as needed.
4. Water will be fresh, pure, and suitably cool and provided to employees free of charge. Supervisors will visually examine the water and pour some on their skin to ensure the water is suitably cool. During hot weather the water must be cooler than the ambient temperature but not so cool as to cause discomfort.
5. Water containers will be located as close as practical to the areas where employees are working (given the working conditions and layout of the worksite) to encourage frequent drinking of water. If field terrain prevents the water from being placed as close as possible to the workers' then bottled water or personal water containers will be made available so workers have drinking water readily accessible.

6. Since water containers are smaller than shade structures they can be placed closer to employees than shade structures. Placing water only in designated shade areas or where toilet facilities are located is insufficient. Water will be placed in multiple locations when employees are working across large areas. For example, on a multi-story construction site, water should be placed in a safely accessible location on every floor where employees are working.

7. All water containers will be kept in sanitary condition. Water from non-approved or non-tested water sources (i.e. untested wells) is not acceptable. If hoses or connections are used then they must be governmentally approved for potable drinking water systems, as shown on the manufacturer label.

8. Each day workers will be reminded of the location of the water coolers and of the importance of drinking water frequently. When the temperature exceeds or is expected to exceed (80) degrees Fahrenheit, a brief tailgate meeting will be held each morning to review with employees the importance of drinking water, the number and schedule of water and rest breaks, and the signs and symptoms of heat illness.

9. Audible devices (such as whistles or air horns) will be used to remind employees to drink water.

10. When the temperature equals or exceeds (95) degrees Fahrenheit or during a heat wave, a pre-shift meeting will be conducted before the commencement of work to encourage employees to drink plenty of water and remind employees of their right to take a cool-down rest when necessary. Additionally, the number of water breaks will be increased. Supervisors (or similar, such as Foremen) will lead by example and workers will be reminded throughout the work shift to drink water.

11. Individual water containers or bottled water provided to workers will be adequately identified to eliminate the possibility of drinking from a coworker's container or bottle.

Provision of Shade

12. Shade structures will be opened and placed as close as practical to the workers when the temperature equals or exceeds (80) degrees Fahrenheit. When the temperature is below (80) degrees Fahrenheit then access to shade will be provided promptly when requested by an employee. Note – the interior of a vehicle may not be used to provide shade unless the vehicle is airconditioned and the air conditioner is on.

13. Enough shade structures will be available at the site to accommodate all employees who are on such a break at any point in time. During meal periods there will be enough shade for all employees who choose to remain in the general area of work or in areas designated for recovery and rest periods. (Employers may rotate employees in and out of meal periods, as with recovery and rest periods.)

14. Daily, workers will be informed of the location of the shade structures and will be encouraged to take a (5) minute cool-down rest in the shade. An employee who takes a preventative cool-down rest break will be monitored and asked if he/she is experiencing symptoms of heat illness. In no case will the employee be ordered back to work until signs or symptoms of heat illness have abated.

15. Shade structures will be relocated to follow along with the crew and they will be placed as close as practical to the employees so that access to shade is provided at all times. All employees on a recovery, rest break, or meal period will have full access to shade so they can sit in a normal posture without having to be in physical contact with each other.

16. In situations where trees or other vegetation are used to provide shade (such as in orchards), the thickness and shape of the shaded area will be evaluated before assuming that sufficient shadow is being cast to protect employees.

17. In situations where it is not safe or feasible to provide access to shade (i.e. during high winds) a note will be made of these unsafe or unfeasible conditions and of the steps that will be taken to provide shade upon request.

18. For non-agricultural employers, in situations where it is not safe or feasible to provide shade (i.e. mobile equipment, vehicle hazards, or high winds) a note will be made of these unsafe or unfeasible conditions and of the steps that will be taken to provide alternative cooling measures (but with equivalent protection as shade).

Monitoring Weather Conditions

19. The Safety POC will be trained and instructed to check in advance the extended weather forecast. Weather forecasts can be checked with the aid of the internet (<http://www.nws.noaa.gov/>), or by calling the National Weather Service phone numbers (see local numbers below), or by checking the Weather Channel TV Network. The work schedule will be planned in advance, taking into consideration whether high temperatures or a heat wave is expected. This type of advance planning should take place all summer long.

Local Weather Report Phone Number: _____

20. Prior to each workday the forecasted temperature and humidity for the worksite will be reviewed and will be compared against the National Weather Service Heat Index (see chart on next page) to evaluate the risk level for heat illness. A determination will be made regarding whether workers will be exposed at a temperature and humidity characterized as either “extreme caution” or “extreme danger” for heat illnesses. It is important to note that the temperature at which these warnings occur must be lowered as much as (15) degrees if the workers under consideration are in direct sunlight.



National Weather Service Heat Index Chart



Temperature (°F)

	80	82	84	86	88	90	92	94	96	98	100	102	104	106	108	110
40	80	81	83	85	88	91	94	97	101	105	109	114	119	124	130	136
45	80	82	84	87	89	93	96	100	104	109	114	119	124	130	137	
50	81	83	85	88	91	95	99	103	108	113	118	124	131	137		
55	81	84	86	89	93	97	101	106	112	117	124	130	137			
60	82	84	88	91	95	100	105	110	116	123	129	137				
65	82	85	89	93	98	103	108	114	121	128	136					
70	83	86	90	95	100	105	112	119	126	134						
75	84	88	92	97	103	109	116	124	132							
80	84	89	94	100	106	113	121	129								
85	85	90	96	102	110	117	126	135								
90	86	91	98	105	113	122	131									
95	86	93	100	108	117	127										
100	87	95	103	112	121	132										

Likelihood of Heat Disorders with Prolonged Exposure and/or Strenuous Activity

■ Caution
 ■ Extreme Caution
 ■ Danger
 ■ Extreme Danger

21. Prior to each workday the Safety POC will monitor the weather (using <http://www.nws.noaa.gov/> or with the aid of a simple thermometer, available at most hardware stores) at the worksite. This critical weather information will be taken into consideration to determine when it will be necessary to make modifications to the work schedule (such as stopping work early, rescheduling the job, working at night or during the cooler hours of the day, increasing the number of water and rest breaks, etc.).

22. A thermometer will be used at the jobsite to monitor for sudden increases in temperature, and to ensure once the temperature exceeds (80) degrees Fahrenheit that shade structures will be opened and made available to the workers. In addition, when the temperature equals or exceeds (95) degrees Fahrenheit then additional preventive measures such as the High Heat Procedures will be implemented.

Handling A Heat Wave

For purposes of this section only, "heat wave" means any day in which the predicted high temperature for the day will be at least (80) degrees Fahrenheit and at least (10) degrees Fahrenheit higher than the average high daily temperature in the preceding (5) days.

23. During a heat wave or heat spike the work day will be cut short or rescheduled (i.e. conducted at night or during cooler hours).

24. During a heat wave or heat spike, and before starting work, tailgate meetings will be held to review the company HIIP procedures (this document), the weather forecast, and emergency response. In

addition, if schedule modifications are not possible then workers will be provided with an increased number of water and rest breaks and will be observed closely for signs and symptoms of heat illness.

25. Each employee will be assigned a “buddy” to be on the lookout for signs and symptoms of heat illness and to ensure emergency procedures are initiated when someone displays possible signs or symptoms of heat illness.

High Heat Procedures

Used when temperature equals or exceeds (95) degrees Fahrenheit.

26. Effective communication by voice, direct observation (applicable for work crews of 20 or fewer), a mandatory buddy system, and/or electronic means will be maintained so that employees at the worksite can contact the Safety POC or another supervisory employee when necessary. If the Safety POC is unable to be near the workers (to observe them or communicate with them) then an electronic device, such as a mobile phone or text messaging device, may be used for this purpose if reception in the area is reliable.

27. Frequent communication will be maintained with employees working by themselves or in smaller groups (keep tabs on them via phone or two-way radio) to be on the lookout for possible symptoms of heat illness. The employee(s) will be contacted regularly and as frequently as possible throughout the day since an employee in distress may not be able to summon help on his/her own.

28. Effective communication and direct observation for alertness and/or signs and symptoms of heat illness will be conducted frequently. When the Safety POC is not available, a designated alternate responsible person must be assigned to look for signs and symptoms of heat illness. If a supervisor, designated observer, or any employee reports any signs or symptoms of heat illness in any employee then the supervisor or designated person will take immediate action commensurate with the severity of the illness (see Emergency Response procedures).

29. Employees will be reminded constantly throughout the work shift to drink plenty of water and take preventative cool-down rest breaks when needed.

In addition to the High Heat Procedures listed above, the following High Heat Procedures apply only to agricultural work sites.

- When the temperature equals or exceeds (95) degrees employees will be provided one (10) minute “preventative cool-down rest period” every (2) hours. During the first (8) hours of a shift the cool-down periods may be provided at the same time as the rest periods already required by Industrial Welfare Commission Order No. 14.

- Employees working longer than (8) hours will be provided an additional (10) minute cool-down rest period every (2) hours. For example, if the shift extends beyond (8) hours then an additional rest period is required at the end of the 8th hour of work. If the shift extends beyond (10) hours then another is required and the end of the 10th hour, and so on.

- All employees will be required to take the cool-down rest periods and merely offering the opportunity for a break is not enough. Once the temperature equals or exceeds (95) degrees then records will be kept documenting the fact that mandatory cool-down rest periods are provided and taken.

Acclimatization

Acclimatization is the temporary and gradual physiological change in the body that occurs when the environmentally induced heat load to which the body is accustomed is significantly and suddenly exceeded by sudden environmental changes. In more common terms, the body needs time to adapt when temperatures rise suddenly and an employee risks heat illness by not taking it easy when a heat wave strikes or when starting a new job that exposes the employee to heat to which the employee's body has not yet adjusted.

Inadequate acclimatization can be significantly more perilous in conditions of high heat and physical stress. Employers are responsible for the working conditions of their employees and they must act effectively when conditions result in sudden exposure to heat to which their employees are not accustomed.

30. The weather will be monitored daily. The Safety POC will be on the lookout for sudden heat wave(s) or increases in temperatures to which employees have not been exposed to for several weeks or longer.

31. During a heat wave or heat spike the work day will be cut short (i.e. 12:00 p.m.), will be rescheduled (i.e. conducted at night or during cooler hours), or if possible, cease for the day. New employees, or those employees who have been newly assigned to a high heat area, will be closely observed by the supervisor or designee for the first (14) days. The intensity of the work will be lessened during a (2) week break-in period (such as scheduling slower paced, less physically demanding work during the hot parts of the day and the heaviest work activities during the cooler parts of the day (early morning or evening). Steps taken to lessen the intensity of the workload for new employees will be documented.

32. The Safety POC, or the supervisory designee, will be extra-vigilant with new employees and stay alert to the presence of heat related symptoms.

33. New employees will be assigned a "buddy" or experienced coworker to watch each other closely for discomfort or symptoms of heat illness.

34. During a heat wave all employees will be observed closely (or maintain frequent communication via phone or radio) to be on the lookout for possible symptoms of heat illness.

35. Employees and supervisors will be trained on the importance of acclimatization, how it is developed, and how these Company procedures address it.

Emergency Response

36. Prior to assigning a crew to a worksite, workers and the Safety POC (or designee) will be provided a map of the site along with clear and precise directions (such as street/road names, distinguishing features, and distances to major roads) to avoid a delay of emergency medical services.

37. Prior to assigning a crew to a worksite, efforts will be made to ensure a qualified, appropriately trained, and equipped person is available at the site to render first aid, if necessary.

38. Prior to the start of the shift a determination will be made regarding whether a language barrier is present at the site and steps will be taken (such as assigning the responsibility to call emergency medical services to the Foreman or an English-speaking worker) to ensure emergency medical services can be immediately called in the event of an emergency.

39. All Safety POCs and similar designees will carry mobile phones or other means of communication to ensure emergency medical services can be called. Checks will be made to ensure these electronic devices are functional prior to each shift.

40. When an employee is showing symptoms of possible heat illness, steps will be taken immediately to keep the stricken employee cool and comfortable once emergency service responders have been called (to reduce the progression to more serious illness). Under no circumstances will the affected employee be left unattended.

41. No employee will be “sent home” at the onset of heat illness as the symptoms must be closely monitored to evaluate whether additional treatment is necessary.

42. The Safety POC or designee is responsible for ensuring that emergency services (i.e. 911) are called when heat illness symptoms appear and are not quickly reduced, as well as stay reduced. Emergency services will determine the next course of treatment (i.e. administer first aid onsite or take the employee to a medical care facility). No employee (i.e. a supervisor) may influence either the employee or emergency services in making a medical determination regarding the employee’s medical needs.

43. At remote locations such as rural farms, lots, or undeveloped areas, the Safety POC will designate an employee or employees to physically go to the nearest road or highway where emergency responders can see them. If daylight is diminished then the designated employee(s) will be given reflective vests or flashlights in order to direct emergency personnel to the location of the worksite, which may not be visible from the road or highway.

44. During a heat wave or hot temperatures workers will be reminded and encouraged to immediately report to their Safety POC or similar any signs or symptoms they are experiencing.

45. Employee and supervisor training will include every detail of these written emergency procedures.

Handling A Sick Employee

46. When an employee displays possible signs or symptoms of heat illness, a trained first aid worker or supervisor will check the sick employee and determine whether resting in the shade and drinking cool water will suffice, or if emergency service providers should be called. A sick worker will not be left alone in the shade, as he/she can quickly take a turn for the worse.
47. When an employee displays possible signs or symptoms of heat illness and no trained first aid worker or supervisor is available at the site then emergency service providers will be called.
48. Emergency service providers will be called immediately if an employee displays signs or symptoms of heat illness (**decreased level of consciousness, staggering, vomiting, disorientation, irrational behavior, incoherent speech, convulsions, red and hot face**), does not look OK or does not get better after drinking cool water and resting in the shade.
49. While the ambulance is in route, first aid will be initiated (**cool the worker by placing the worker in the shade, remove excess layers of clothing, place ice pack in the armpits and groin area, and fan the victim**). Do not let a sick worker leave the site as he/she can get lost or die before reaching a hospital.
50. If an employee does not look OK and displays signs or symptoms of severe heat illness (decreased level of consciousness, staggering, vomiting, disorientation, irrational behavior, incoherent speech, convulsions, red and hot face) and the worksite is located more than (20) minutes away from a hospital, then call emergency service providers, communicate the signs and symptoms of the victim, and request an air ambulance.

Employee and Supervisor Training

To be effective, training must be understood by employees and provided in a language the employees understand. All employers must maintain records of the training showing the date of training, the subject(s) covered, who performed the training, who attended training, and duration of the training.

51. Supervisors will be trained prior to being assigned to supervise other workers. Training will include our Company's written procedures and steps supervisors will follow when employees exhibit symptoms consistent with heat illness.
52. Supervisors will be trained on their responsibility to provide water, shade, cool-down rests, and access to first aid as well as the employees' right to exercise their rights under this standard without retaliation.
53. Supervisors will be trained on appropriate first aid and/or emergency responses to different types of heat illness, and in addition that heat illness may progress quickly from mild symptoms and signs to serious and life-threatening illness.
54. Supervisors will be trained on how to track the weather at the job site (by monitoring predicted temperature highs and periodically using a thermometer). Supervisors will be instructed on how

weather information will be used to modify work schedules, to increase number of water and rest breaks, and/or cease work early if necessary.

55. All employees and supervisors will be trained prior to working outside. Training will include all aspects of implementing an effective HIIP including, but not limited to: providing sufficient water, providing access to shade, high heat procedures, emergency response procedures, and acclimatization as contained in the Company's written prevention procedures.

56. Employees will be trained on the steps that will be followed for contacting emergency medical services, including how they are to proceed when there are non-English speaking workers, how clear and precise directions to the site will be provided, and the importance of making visual contact with emergency responders at the nearest road or landmark to direct them to their worksite.

57. When the temperature is expected to exceed (80) degrees Fahrenheit then short tailgate meetings will be held to review the weather report, to reinforce heat illness prevention with all workers, to provide reminders to drink water frequently, to inform them that shade can be made available upon request, and to remind them to be on the lookout for signs and symptoms of heat illness.

58. New employees will be assigned a "buddy" or experienced coworker to ensure they understand the training and follow company procedures.

Additional Resources

59. All worksites will clearly display in visible locations [OSHA's Health Effects of Heat poster in English](#)

60. All worksites will clearly display in visible locations [OSHA's Health Effects of Heat poster in Spanish](#)

OSHA's Heat Illness Campaign: <https://www.osha.gov/heat/>

OSHA's Toll-Free Number: (800) 321-6742

*Reminder that it is your responsibility as an employee owner of The Management Trust to understand and abide by this policy and all policies. Disregarding and/or violating a policy may result in disciplinary action, up to and including termination.

Documentation is available 24/7 on our ESS (intranet) by visiting ess.managementtrust.com.