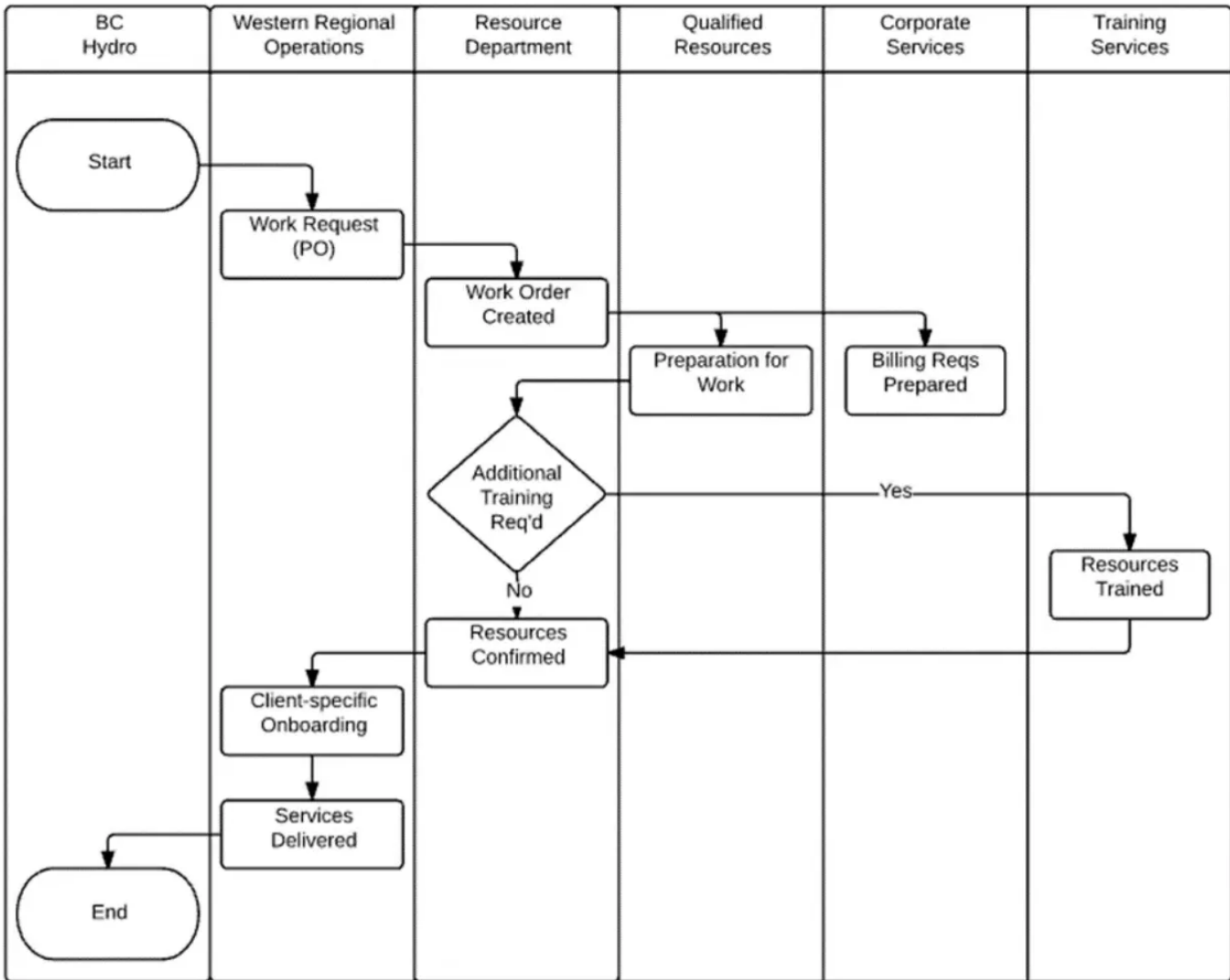


# Work Program and Deployment Strategy

IRWIN'S Safety has developed its organizational structure around responding to dynamic demands in client manpower requirements. We have delivered rescue services to several Alberta and BC clean energy facilities, during construction, operation, and maintenance. This gives us the advantage of having an available resource pool of trained, experienced staff across Western Canada. The following chart depicts the workflow our deployment strategy centres on:



While IRWIN'S Safety generally employs its project workers on a part-time casual basis, its perpetual project work means these employees generally stay employed with us throughout the year. Turnover of our skilled- or management-level site staff was less than 10% last year. The proportion of our rescue staff that reside in central BC exceeds 80%, and these staff have nearly all remained employed with us for at least two full calendar years. With the consistency of work proposed by BC Hydro and the added benefit of keeping our staff close to home, we expect the figures to improve with the securing of this contract.

Despite our excellent retention figures, we have built our internal structure to be capable of responding to demand fluctuations during peak periods. As evidenced in the chart above, our training expertise allows us to build additional training into our dispatch model, and to onboard and train new employees to site-specific demands both effectively and efficiently.