# Health and Safety RESCORREE

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No way to escape: Blocked and locked exits are hidden hazards in Oregon workplaces

- Oregon employers, workers invited to take a 'Safety Break'
- Oregon OSHA Resource Center offers updates, new services

# Resource

Oregon Health and Safety Resource is published every other month by the Oregon Occupational Safety and Health Division of the Department of Consumer and Business Services.

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## **Education:**

Workshop classes are offered in person and virtually.

A minimum of five registrants is needed to hold a virtual workshop.

Registered participants will receive an email if a cancellation is necessary.

### **Register and attend**

Using the <u>secure online registration</u> <u>portal</u>, you can find classes. The workshop schedule changes every three months.

For more information, visit the <u>classroom</u> workshops page.

Find more information about education resources by visiting Oregon OSHA's education and training page.



Mark your calendar for these workplace safety and health conferences:

Northwest Safety & Health Summit May 16-18, 2023 • Kennewick, WA

Blue Mountain Occupational Safety & Health Conference June 5-6, 2023 - Pendleton

Central Oregon Occupational Safety & Health Conference

Sept. 25-26, 2023 - Bend

Southern Oregon Occupational Safety & Health Conference Oct. 17-19, 2023 - Ashland

Western Pulp, Paper, & Forest Products Safety & Health Conference Nov. 28-Dec. 1, 2023 - Portland

Cascade Occupational Safety & Health Conference March 4-5, 2024 - Eugene



To receive conference registration materials, exhibitor information, or sponsorship information, contact the Conference Section: oregon.conferences@dcbs.oregon.gov | 503-947-7411 | osha.oregon.gov/conferences

# Scenes from GOSH

Over four days (March 6-9), more than 1,300 people came together at the Oregon Governor's Occupational Safety & Health (GOSH) Conference in Portland to listen and learn as workplace safety and health experts delivered presentations on best practices, processes, and policies for improving on-the-job safety, health, and well-being.

Altogether, the conference, held at the Oregon Convention Center, offered more than 160 workshops and sessions, and featured 120 exhibitors. The conference featured a keynote presentation on earthquake preparedness, an awards ceremony honoring leaders in workplace safety and health, and the Columbia Forklift Challenge, which put drivers' skills to the test.

The speakers featured in the photos are: (top) Andrew Stolfi, director of the Oregon Department of Consumer and Business Services, of which Oregon OSHA is a division; (center) Renée Stapleton, administrator of Oregon OSHA, and Steven Eberlein, resilience director at Ethos Preparedness.













# Did you know?

Oregon OSHA offers a special website – <u>Tools of the Trade</u> – just for new employers and small-business owners. In a few clicks, you will learn what you need to know about Oregon OSHA and how to keep your employees safe. The website's topics include:

- How to manage workplace safety
- How to identify hazards
- How to report and record injuries
- What safety and health posters you need to display
- Why employee training is important
- The importance of safety committees and safety meetings
- How to get more help at no charge

### Quotable

It's important to us as a company to take the next step in keeping our workforce safe. SHARP has helped us work closer with our crews to identify and correct potential hazards.

### - Roy Shawgo,

corporate safety manager for Corvallis-based Gerding Builders and TGC Structural, discussing his excellent experience with <u>Oregon OSHA's Safety and Health</u> <u>Achievement Recognition Program (SHARP)</u> and with the guidance provided by Oregon OSHA consultants. Gerding Builders and its sister company, TGC Structural, <u>recently</u> <u>achieved</u> first-year certification as part of SHARP.

# Datapoints

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### Oregon OSHA's top 10 rule violations for exits and exit routes: Jan. 2018 - Jan. 2023

#	Requirement	Rule	Violations
1	Each exit must be clearly visible and must have a distinctive sign reading "Exit."	<b>Condition of Exit Routes and Exits</b> OAR 437-002-0041(8)(e)	69
2	There must be unobstructed access to exit routes	<b>Access</b> OAR 437-002-0041(5)(a)	34
3	There must be permanent, unobstructed exit routes for leaving work areas safely during emergencies.	<b>General</b> OAR 437-002-0041(3)(a)	28
4	Exit doors must open from the inside without keys, tools or special knowledge.	<b>Design</b> OAR 437-002-0041(4)(c)	27
5	An exit route must be at least 28 inches wide at all points between handrails and wider if needed to handle the occupant load.	<b>Design</b> OAR 437-002-0041(4)(i)	15
6	If workers could mistake a "non-exit" for an exit, mark the non-exit as "Not an Exit" or mark it to indicate its real use.	<b>Condition of Exit Routes and Exits</b> OAR 437-002-0041(8)(h)	13
7	There must be enough reliable light on or from exit signs to allow them to be effective during emergencies.	<b>Condition of Exit Routes and Exits</b> OAR 437-002-0041(8)(i)	8
8	There must be two or more exit routes depending on the size and layout of the work area and the number of people involved. A single exit route is acceptable only if all workers can get out through it safely during an emergency. Locate multiple exit routes apart from each other.	<b>General</b> OAR 437-002-0041(3)(b)	6
9	Objects that project into the exit route must not reduce the minimum height and width of the exit route.	<b>Design</b> OAR 437-002-0041(4)(j)	6
10	All safeguards to protect employees during an emergency (e.g., sprinkler systems, alarm systems, fire doors, exit lighting) must work properly.	<b>Condition of Exit Routes and Exits</b> OAR 437-002-0041(8)(j)	6

# No way to escape: Blocked and locked exits are hidden hazards in Oregon workplaces

By Ellis Brasch

**Features** 

On March 25, 1911, a fire at the <u>Triangle</u> <u>Shirtwaist Factory</u> in Manhattan, New York City, ended the lives of 146 garment workers because doors to the factory's stairwells and exits were locked. They died in the fire or jumped to their deaths because they had no way to escape. Seven exit doors were locked or obstructed from the outside, including a padlocked door marked "Fire Exit Do Not Block."

More than 80 years later – on Sept. 3, 1991 – a fire at the <u>Imperial Food Products</u> chicken processing plant in Hamlet, North Carolina, killed 25 people; <u>fire investigators determined</u> that two locked fire doors and other blocked exits were responsible for their deaths.

Given the consequences of those two deadly events, you might think blocked and locked exits are a thing of the past. But they're not. In 2019, Oregon OSHA fined five employers in southern Oregon more than \$800,000 for willful job safety violations for allowing 25 workers to occupy a condemned warehouse to process hemp. Three of the building's four exits "were blocked or locked" with a chain and padlock.

Over the past five years, Oregon OSHA has cited 191 workplaces for violations of its rules covering exits and exit routes. More than half of those citations were for exit signs that were not clearly visible, exit doors that were blocked or locked, and obstructed exit routes. Oregon OSHA cited 49 of those 191 workplaces in the past 12 months. In some of those workplaces, locked exit doors made it nearly impossible for workers to escape during an emergency. Consider the following excerpts from compliance officers' inspection summaries:

- The employer neglected to ensure individuals onsite were provided safety and free escape from the inside of the building because the double doors located on the Southeast side of the building were locked and required a key for egress.
- A designated emergency exit in the back room leading to the exterior had a lock affixed to it while the key was kept in the store safe located in the front office.
- The south exit of the restaurant was ... obstructed by a gate with a padlock on it.
- The exit door located in the shop on the west side wall was locked by a dead bolt and would not allow easy opening.



 The retail store entrance door was locked and could not be opened from the inside without keys.

**Features** 

- The employer neglected to ensure the exit door located along the southwest side of the building was available for employees to use without the use of a barrel bolt lock, which was engaged during the ... inspection.
- The exit that leads ... onto the west outdoor seating area is chained shut [and] the panic hardware on the door does not function properly.
- An emergency exit door was locked from the inside, requiring more than a single action to exit.
- A door ... in the back of the restaurant, marked as an emergency exit, led to a walk-in cooler which had a door leading outside that was locked during business hours.

# Any exit could be an emergency exit

Most of us assume we can get out of a building the same way we came in – and that's true if the building has a simple layout, and we don't need to leave immediately. But not all buildings have simple layouts, and we can't predict when we must leave a building immediately.

Exits are important because they are designed to provide safe paths of escape from fires and other emergencies when there is no time to unlock a door. During these events, any exit could be an emergency exit; this is critical during some emergencies, such as active shooter events, when the paths to all exits may not be safe.

# Exits are just one part of a "means of egress"

Federal OSHA's and Oregon OSHA's rules for "exits" are based on a consensus standard published by the National Fire Protection Association called the Life Safety Code – also known as NFPA 101. The Life Safety Code defines means of egress as a "continuous and unobstructed path of travel from any point in a building or structure to a public way."

With a gesture toward simpler language, Federal OSHA and Oregon OSHA replaced means of egress with the term "exit route" in their rules but kept the definition. NFPA 101 specifies three distinct parts to an exit route. They are:

- 1. An exit access. The part of an exit route that leads to an exit.
- 2. An exit. The part of an exit route that is generally separated from other areas in a building and that provides a protected way to an exit discharge.
- An exit discharge. The part of the exit route that leads directly outside – or to a street, walkway, refuge area, public way, or open space with access to the outside.

### **Oregon OSHA's requirements** for exit routes

Regardless of what term you use – means of egress or exit route – Oregon OSHA's general industry <u>Exits and Exit Routes</u> rules require that there must always be unobstructed and properly marked ways to get out of a workplace in an emergency. Those rules also require:

- Exit routes must be permanent, and at least two exit routes are required in most workplaces.
- Exit discharges must lead directly outside.
- Exit doors must remain unlocked.
- Exit doors must be side hinged.
- Exit routes on each floor must be able to handle the maximum permitted occupant load for that floor.
- Exit routes must meet specific minimum height and width requirements.
- Exit routes must be adequately lighted and exits must be clearly visible.
- Exit routes must be maintained during construction, repairs, or alterations.

See Oregon OSHA's, "<u>Things you should know</u> <u>about exits and exit routes</u>" fact sheet for the details on these requirements.

### **Planning for emergencies**

Workplace emergencies require an immediate, coordinated response from many people in an organization who may have little information about the crisis. In the past, ensuring a safe escape from fire and its effects was the main emergency concern at many workplaces. Today, emergencies such as threats of violence and active shooter events deserve equal attention; the need to ensure a safe escape is still critical but these emergencies may call for different exit strategies depending on the size and complexity of the workplace. That's why planning for workplace emergencies is especially important.

Oregon OSHA requires most employers at general industry workplaces to develop an <u>emergency action plan</u>. The plan must identify each type of potential emergency – such as fire, bomb threat, active shooter – and the exit route, or routes, for each type of evacuation if they are different. The plan must also include:

- Procedures for reporting each type of emergency
- Designated employees who will assist others during an evacuation and who are trained in evacuation procedures
- Procedures to account for all employees after an evacuation
- Procedures necessary for operating or shutting down critical equipment during the emergency
- Medical response and rescue duties
- Names or job titles of employees to contact for information about the plan

Employers must also review the plan with each employee when the employee is new to the job, when the employee's responsibilities under the plan change, and when any changes have been made to the plan.

See Oregon OSHA's, <u>Expecting the unexpected</u>: <u>What to consider in</u> <u>planning for workplace emergencies</u> for more information about planning for workplace emergencies.





I work for a nursery in a small house with a bathroom that has been converted to an office. Three employees work in the office; but others, including the public, may use the bathroom. Does the house need an exit sign, or a lighted exit sign? The house is only occupied during the day.

It depends if the exit – or exits – are "obviously and clearly identifiable." For non-agricultural type buildings such as offices and warehouses where employees spend most of their work time, OAR 437-004-0405(5)(a), Exits and Emergency Action Plan, Marking, says that exit signs are required at all emergency exits, "except those that are obviously and clearly identifiable." Any part of the house that could reasonably be mistaken for an exit must be marked, "Not an Exit" or mark it to indicate its real use.

Lighted exit signs are not necessary if exits routes are adequately illuminated whenever the house is occupied.

# Short take

**Oregon employers, workers invited to take** a 'Safety Break' May 10

#### By Aaron Corvin

It's a day to recognize employer and worker successes in cultivating safe and healthy jobsites. It's a day to engage in direct conversations – including employee feedback – about what's working and what can be improved. It's a day to pause and reflect on future challenges and to forge new plans to minimize or eliminate worksite hazards.

Employers and workers across the state are invited to take part in **Safety Break for Oregon**, coordinated by Oregon OSHA. The annual event – now in its 20th year – calls on employers, supervisors, and workers across Oregon to take the time to celebrate their safety and health achievements, and to examine and renew their efforts to shield people from harm while on the job.

Will you take the **Wednesday, May 10, stand-down** as an opportunity to refresh your knowledge and training? Will you conduct a clear-eyed assessment of where safety and health could be improved at your worksite? Or will you celebrate your successes and recognize emerging safety leaders?

The choice of activity is yours. <u>Sign up now</u>. You could even <u>win a \$100 prize</u>.

Oregon OSHA encourages employers and workers to share their Safety Break activities on social media; tag Oregon OSHA on <u>Facebook</u> and <u>LinkedIn</u> with #SafetyBreak. As you plan your Safety Break event, make sure to follow <u>the current COVID-19 guidance</u> and workplace rules. If you have questions about how to apply Oregon OSHA rules to your workplace, <u>contact our technical specialists</u> for free. If you want free and confidential help reviewing and improving your safety and health program, <u>contact our consultation services</u>. Moreover, Oregon OSHA offers many <u>free</u> <u>education and training resources</u> that you may find helpful as you plan your Safety Break for Oregon activity.

Employers that <u>sign up online</u> by Friday, May 5, and participate in Safety Break for Oregon will be entered to win one of three \$100 checks to be used for a luncheon of their choice.

The prizes will go to participating companies as part of a random drawing. The Oregon SHARP Alliance sponsors the contest. The nonprofit group promotes safety and health management by encouraging teamwork and cooperation among people, employers, and organizations to improve workplace health and safety for Oregon workers.

For more information, ideas on how to host an event, or to download graphics, visit the <u>Safety</u> <u>Break for Oregon website</u>.



# Short take

# Oregon OSHA consultants promote safety at museums and cultural heritage sites

By Ellis Brasch

In 2022, Oregon OSHA joined forces with occupational safety and health consultation programs across the nation in identifying hazards at museums and cultural heritage sites.

Oregon OSHA consultants visited four museums and two event centers in historic buildings across the state. Among their findings:

• There were electrical hazards at all the sites.



- Staff at all the sites needed help understanding how to control hazards and the requirements for necessary programs such as respiratory protection and personal protective equipment.
- Three of the four museums had not identified potential hazards in their collections, including asbestos, arsenic, lead, mercury, chromate, cyanide, pentachlorophenol, formaldehyde, and uranium.
- Three of the four museums did not have personal protective equipment necessary for handling potentially contaminated objects.
- There were 39 historic guns that may or may not have been loaded in two of the four museums.
- Cellulose nitrate film (which is extremely flammable and can buildup dangerous levels of explosive gases) was stored on a museum shelf but the museum had no plan for dealing with potential emergencies.
- Museum staff members were routinely handed unknown historic pharmaceuticals without protective equipment.
- Most of the sites never had an Oregon OSHA consultant or other safety and health professional visit them.



After visiting each site, Oregon OSHA consultants provided staff members with information to help them control or eliminate all identified hazards.

This year Oregon OSHA consultants will be providing more outreach services to conservation professionals, including health and safety training and laboratory analysis of potential hazards in museum collections.

Oregon OSHA consultants will also be highlighting their services at the upcoming conferences hosted by the Oregon Museums Association and the Western Museums Association.

# Short take ••••

# Oregon OSHA Resource Center offers updates, new services

By Aaron Corvin

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#### The Oregon OSHA Resource Center,

encompassing a lending library, videos, and publications, is now offering updates and new services to employers and workers as they seek to improve the health and safety of workplaces across Oregon.

The changes include the following new releases, all available in English and Spanish:

- Powerlift: Lifting Techniques for a Healthy Back
- Walking Safely in Icy Conditions
- Working Safely in Hot Environments
- Knife Safety in the Workplace
- Dealing With Hazardous Spills
- Warehouse Safety: Safe Material Handling
- AG Tractor Safety
- ANSI Hand Signals for Tractors
- COVID-19 Return to Work
- COVID-19 Cleaning & Disinfecting

Additionally, the following topics are available in Russian:

- To the Point About: Bloodborne Pathogens
- To the Point About: Hazard Communication Programs (GHS)



Meanwhile, the link to the Resource Center's ERI/Streaming Safety video subscription is on the center's webpage: trainingvideonow.com

The following titles are available as part of the Streaming Safety video resource:

- To the Point About: Preventing Back Injuries
- To the Point About: Ergonomics
- Surviving the Fall
- To the Point About: Fire Prevention And Response
- To the Point About: Safe Forklift Operation
- A Practical Approach To Ladder Safety
- To the Point About: Lockout/Tagout
- To the Point About: Personal Protective Equipment
- To the Point About: Preventing Eye Injuries
- The Respiratory Protection Program: Employee
  Training

- Understanding & Preventing Heat-Related Illnesses
- To the Point About: Emergency Response
- To the Point About: The Hazard Communication Program and GHS
- To the Point About: Bloodborne Pathogens (Available in English, Spanish and Russian)
- To the Point About: PITs and Pedestrian Safety
- To the Point About: HazCom (available in English, Spanish and Russian)
- To the Point about PPE (available in English and Spanish)

For more information – including the access code for the ERI/Streaming Safety video subscription – contact Audio/Visual Coordinator Kimberly Howard, 503-947-7453 or 971-301-1628 (cell), or Kimberly.R.Howard@dcbs.oregon.gov.

# Short take

Linde Gas and Equipment Inc. achieves approval for ongoing status as a Star site

#### By Aaron Corvin

Linde Gas and Equipment Inc. continues to show its aboveand-beyond dedication to workplace health and safety as the company has achieved approval for its ongoing status as a Star site under <u>Oregon OSHA's Voluntary Protection Program (VPP)</u>.

The Oregon OSHA members of the VPP evaluation team that examined the Linde facility in White City in October 2022 were: Michael Gordon, safety consultant; Chris Gillette, training specialist; Nilda Martinez, safety compliance officer; Theodore Bunch, technical health specialist; and Ashley Novak, special government employee.

The VPP team found Linde has a strong understanding of health and safety management system components and individual elements and that the site has successfully applied them to their processes and facility. Management commitment to safety and health was evident, according to the team's findings, and employee interviews showed a consistent message of safety first and a robust safety culture.

The benefits of becoming a VPP company include: up to 80 percent fewer workday injuries than expected of an average site of the same size and industry; reduced workers' compensation costs; recognition in the community; and improved employee motivation to work safely.

For more information about VPP, contact Mark E. Hurliman, Oregon OSHA VPP/SHARP program coordinator, 541-539-8385 or mark.e.hurliman@dcbs.oregon.gov.



# **Incident Alert!**....

Company ...... Irrigation district Hazard...... Unstable road surface Employee ...... Dump truck driver Incident date ..... October 2021

### What happened?

A dump truck veered too far onto the soft right shoulder of a narrow gravel road then rolled downhill. The driver, who was not wearing his seatbelt, died after he was ejected and pinned under the truck.

### How did it happen?

The 26-year-old victim, who had worked for the district for two years, and another dump truck driver had been assigned the task of hauling slabs of concrete up a gravel canal road to shore up eroding sections of the canal.

For the last three weeks, they had been hauling the concrete in separate trucks about five miles to the canal from a central pick-up location. The canal road was in good condition and fairly smooth. But there were a few narrow areas along the road that were too narrow for both trucks to pass, and there was a moderate slope along the right side of the road. So one truck would go to the site and dump its load while the other truck went partway up the road and waited for the other truck to return; the drivers used radios to notify each other about their locations. On the day of the incident, the victim and his co-worker did their daily vehicle inspections then left in their trucks to pick up the first loads of concrete and haul them to the site.

The victim was driving the lead truck along the canal road to drop off another load of concrete when his truck slowly veered off to the right and onto the soft shoulder of the canal road; then it drove off the shoulder and rolled down the slope one and a half times. Meanwhile, the victim's co-worker was driving up the road with another load of concrete. He was planning to stop at the waiting area for the the victim's truck to pass – but as he approached the waiting area, he saw the truck lying on its side at the bottom of the slope.

He parked his truck and ran down to the victim's truck. He found him pinned under the truck, called his name and shook his leg, then checked for a pulse. But there was none. Because there was no cell phone reception at the crash site, he ran up to his truck then called 911 and the office.



Victim's dump truck lying on the passenger side at the bottom of the slope.

### **Key findings**

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- The victim was not wearing a seat belt and was ejected from the cab through the passenger window, then pinned under the truck. The cab was undamaged.
- The district did not have a policy covering the safe operation of dump trucks or other motor vehicles.
- The victim's driver's license was a Class A "Commercial Learner Permit," which requires that the driver be accompanied by another driver at least 21 years old who has a valid commercial driver's license and endorsements for the type of vehicle driven.

### Violations

- OAR 437-002-2224(4)(b) Vehicle Drivers and Riders, Rider Safety. The employer did not require employees to comply with all applicable seatbelt and traffic safety laws.
- OAR 437-002-2224(2) Driver Qualifications. Employees were allowed to drive vehicles on a public highway or road when they did not have a valid driver license appropriate for that type vehicle.



The point where the truck rolled off the right side of the road onto the soft shoulder; the canal is on the left and runs parallel to the road. Note how shoulder narrows but the truck's travel line does not turn away and the tracks ease over the edge.



The driver's side door after the crash; note that the side window is intact and the cab's roof shows minimal damage.

# Going the Distance

# **Coca-Cola North America – Portland Syrup Plant**

Going the distance

Portland

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Management systems facilitator: Carl Zampino

**Employees:** 54

### **Operations/facilities/workforce**

The Portland facility - encompassing an 82,000-square-foot building covering about three acres - manufactures, packages, warehouses, and ships beverage syrups for restaurants' Coca-Cola-brand soda pop machines. There are 37 employees working onsite.

### **On-the-job safety and health accomplishments:**

The company has been an Oregon OSHA Voluntary Protection Program (VPP) site since June 2011. It is currently a Star participant in the program, which encourages companies to effectively protect workers by going well beyond minimum safety requirements. The site's three-year (2019-2021) Days Away from Work, Restricted Activity or Job Transfer (DART) rate is zero - 10 percent below the 2019 national average for the industry, which was 4.8.

Resource recently touched bases with Carl Zampino, management systems facilitator, who discussed the company's focus on safety and its VPP journey.

### Interview

### Question:

Becoming a VPP company is no small feat. Why did your company seek to join VPP?

### Answer:

The decision to join VPP came about before my time here, but it was all about bringing safety to the next level. Just being compliant and doing the minimum is



to safety and health just makes sense when you think about it. And yes, it took a lot of work to get us to where we are now, and there is still always work to be done, but the safety culture that has been created along the way makes it all worth it. Our employees are empowered. They are involved. They watch out for each other. They care about their own and everyone else's wellbeing, and I think that was the intended goal of VPP here at Coca-Cola Portland.

And speaking of all the hard work that went in, I have to give a huge shoutout to my predecessor, Anne Carpenter, who put so much time and effort in to not only achieve VPP star status, but to sustain it as well. We truly appreciate everything she has done for us.

### Question:

What is the most important thing you learned from your VPP journey?

### Answer:

The most impactful thing I have noticed from my experience with VPP is how effective a strong safety culture can really be. As mentioned, I was not here when the plant began its journey VPP back in 2011, but when I started at Coca-Cola Portland, it felt different from anywhere I had ever worked before. It was very noticeable from the beginning that this is a workplace that genuinely cares about staying safe and healthy, and VPP definitely plays a huge part in that. My favorite part of our safety culture here is that it's contagious in a way. When everyone is as involved as they are, the newest members of our team find it easy to contribute, seeing by example that every associate has the power to voice their safety concerns and make change happen.

### Question:

What words of wisdom would you share with other employers – VPP or not – on why it is important to safeguard workers against hazards?

### Answer:

If you were to ask an associate why safety matters to them, they would know better than anyone. In fact, at Coca-Cola we ask that question to every new employee who walks through our doors. On day one, I hand them a blank page titled "Why Safety Matters to Me." It seems like a simple enough question, but when these pages are returned to me they are almost always filled with pictures of family and friends and good times. I post each one up in our hallway and when you look at it, you realize that our associates are not just workers; they are people. People with full lives outside of the workplace, lives that they deserve to live to the fullest once they leave here for the day. And what's more important than that?

So I guess my words of wisdom to employers is ask your own associates why safeguarding hazards matters to them. Whether they realize it or not, they already know the answer. Just make it real and share the tools for success, and they will want to be involved in safety for themselves and for everyone else.

### Question:

What is something that you always remind employees about on-the-job safety and health, and how do you deliver that reminder?

### Answer:

One of the constant reminders I deliver to the team here is that every single employee has a voice

when it comes to safety. It's something I tell new hires on day one and still tell employees that have been here for 30-plus years. Safety is something that we have to do as a team; it is not top down but bottom up and side to side as well. Whether it's through our safety committee or <u>gemba</u> walks or even a quick suggestion in passing, keeping everyone involved and thinking about safety is such an integral part of our culture here. At the end of the day, the associates know they have the power to affect their own well-being. I can provide whatever tools they may need to make safety happen, but they are the driving force behind it. We are proud to be a VPP site and know that the program only works when everyone feels included and empowered.

