



Scotts **Miracle-Gro**

Safety is our First
Concern

Compost 2017



Version 2 | 09/16/17

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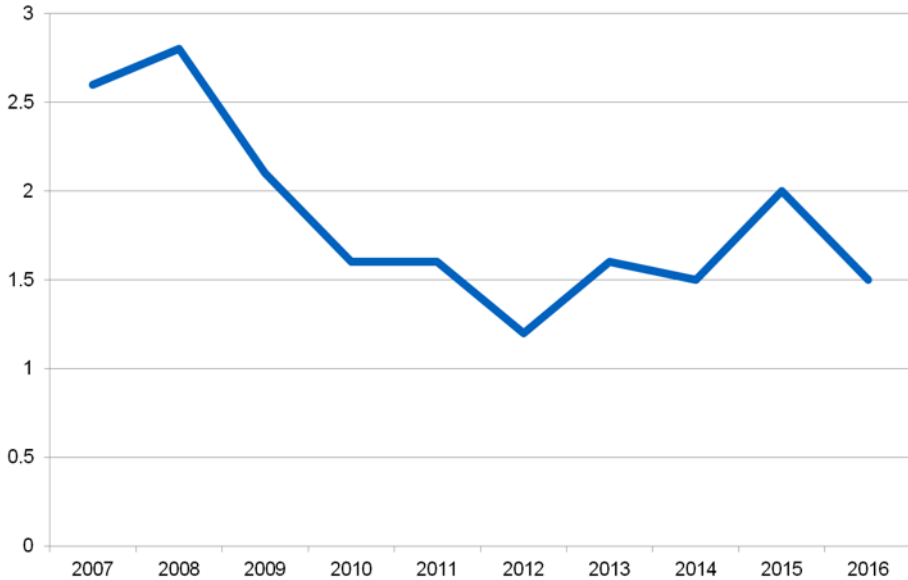
- SMG EH&S Organization & Performance
- Top OSHA findings - Key Safety Focus areas
- Associate Engagement
- Q&A

- \$3B Consumer Lawn & Garden Company
- Over 6,000 associates globally
- 2,300 of these in supply chain across 60 plants globally
- 42 Growing Media Plants (Soil & Mulch) in North America
- Produce 15 million CY of product and 270 million bags of soils and mulches

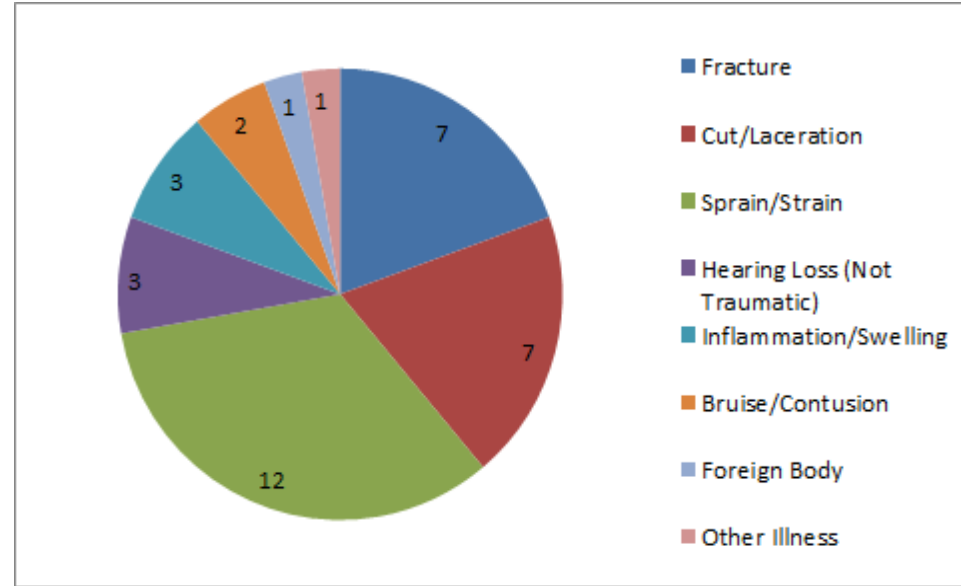
- Corporate EH&S team of 7 FTE's - provide technical expertise and support
- Field Supply Chain support organization - 7 regional managers
- Full time EH&S coordinators at nearly all sites

Historical Safety Performance

GSC TRIR



Nature of FY16 Recordable Illness / Injury



Not bad - but we are not satisfied



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2016 Top 10 OSHA Findings - Total Industry

EHS Today Magazine



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OSHA Top 10 Violations for 2016



#10
Electrical violations

Most common are
Equipment not
Installed properly

Or Used not in
Accordance with
The intended use

1,704 Violations

1 of 10

[Share Image](#)



10. Electrical, General Requirements

1910.303 - General Industry
Number of violations: 1,704

OSHA Top 10 Violations for 2016



#9 Electrical wiring

Unsafe use or
Incorrect use

Example extension
Cords not rated
For wet, or outside
Use

1,940 violations

2 of 10

[Share Image](#)



9. Electrical Wiring

1910.305 - General Industry
Number of violations: 1,940

OSHA Top 10 Violations for 2016



#8 Machine Guarding

Improperly guarded
Or removed guards

2,451 Violations

3 of 10

[Share Image](#)



8. Machine Guarding

1910.212 - General Industry
Number of violations: 2,451

OSHA Top 10 Violations for 2016



#7 Ladders

Improper use of
Portable ladders, or
Ladders not used
As they were designed

Structural defects

If a Ladder is defective
**TAKE IT OUT of
SERVICE**

2,639 Violations

4 of 10

[Share Image](#)



7. Ladders

1926.153 - Construction
Number of violations: 2,639

OSHA Top 10 Violations for 2016



#6 Powered Industrial Trucks

“PIT”

Forklifts not
Operated in a safe
manner, operators
Not trained
Properly,

Speed,

Maintenance

2,860 Violations

5 of 10

[Share Image](#)



6. Powered Industrial Trucks

1910.178 - General Industry
Number of violations: 2,860

OSHA Top 10 Violations for 2016



#5 LOTO
Lock Out Tag Out

Top 3 instances are

Employees not trained
With proper procedures

Lockout/Tag out
Procedures were
Non-Existent

Employers did not
Perform inspections
Of LOTO procedures

3,414 Violations

6 of 10

[Share Image](#)



5. Lockout/Tagout

1910.147 - General Industry
Number of violations: 3,414

OSHA Top 10 Violations for 2016



#4 Respiratory Protection

Employees wearing Respirators but were Not medically Medically evaluated

Or were put into Situations with Over-exposure to Contaminants

No Fit Test

3,585 Violations

7 of 10

[Share Image](#)



4. Respiratory Protection

1910.134 - General Industry
Number of violations: 3,585

OSHA Top 10 Violations for 2016



#3 Scaffolding

Fall Protection
And Scaffolding
Go hand in hand

Framing, roofing
Siding, masonry

Common violation
Also improperly
Assembled causing
Falling

3,906 Violations

8 of 10

[Share Image](#)



3. Scaffolding

Scaffolding - 1926.451 - Construction
Number of violations: 3,906



#2 Hazard Communications

Inadequate training

Incorrect or missing Data sheets

No Program

Exposure to Hazardous Chemical exposure

5,677 Violations

9 of 10

[Share Image](#) 

2. Hazard Communications

1910.1200 - General Industry
Number of violations: 5,677

OSHA Top 10 Violations for 2016



#1 Fall Protection

Mostly construction
Roofing, Framing,
Single family
Contractors

39.9% of deaths in
Industry are fall-
Related-

Some companies
Don't provide
Harnesses, or training

6,929 Violations

10 of 10

Share Image



1. Fall Protection

1926.501 - Construction
Number of violations: 6,929

- Based on our Internal EH&S Audits we identified 4 key safety areas for focus
 - Lock Out / Tag Out
 - Machine Guarding
 - Powered Industrial Truck Operation
 - Electrical Safety



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Lockout - Tag out



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- A procedure to de-energize machinery and equipment to prevent the release of hazardous energy while associates perform maintenance activities
 - Lockout procedures posted on equipment with hazardous energy sources
 - Locks and tags are used to designate machinery as out of order or being maintained
 - Annual Lockout review training with each qualified associate performing lockouts
- SMG has instituted a Cardinal Rule around any associate knowingly bypassing LOTO or bypassing safety devices

Cord & Plug Equipment

- Exclusive Control for cord and plug equipment means: The plug is physically in the possession of the associate while work is being performed.



Lockout - Tag out Standard Updates

Or in arm's reach and in the line of sight of the associate



Lockout - Tag out Standard Updates

Machine Specific Procedures & Annual Inspections

Custom hang Tags give specific LOTO instructions and photos to confirm



Lockout-Tagout Posted Procedure
ScottsMiracleGro

ID#:	Facility: Avondale, PA	Location: Production
Date# 3/11/2014	Description: VFL1 PT Bagger/Trimmer/Date Coder/ and 1 Conveyor	
Revised: 10/6/2014		

3 Lockout Points

Lockout Application Process

1. Notify affected personnel. 2. Properly shut down machine. 3. Isolate all energy sources. 4. Apply lockout devices, locks, & tags. 5. Verify total de-energization of all sources.

Lockout Steps		
Step #	Action	Info
1 E-1	The E-1 Turn disconnect to off. Apply lock and tag to disconnect handle.	
2 P-1	The P-1 Turn Globe/Gate Valve to the off position and lock out.	

Routine Maintenance & Troubleshooting

An E-stop alone cannot be utilized as the only form of protection when a piece of equipment has not been locked out.



Lockout - Tag out Standard Updates



Interlock door is utilized to de-energize the equipment when the connection is broken.

An example of alternative protection while entering a bagging line to perform minor maintenance activities.



Associate has exclusive control of the equipment and must manually restart the machine once the interlock gate is closed.

LOTO Equipment Design & Use



Lockout devices must be:

- Durable
- Singularly standardized by: color, shape, or size
- Substantial enough to prevent removal without the use of excessive force

Tags must:

- Be attached with environment-tolerant nylon cable tie with a unlocking strength of no less than 50 pounds
- Must display hazard warning “DANGER”
- Must include a legend:

Example: Do not start. Do not open. Do not close. Do not energize. Do not operate.

Lockout - Tag out Standard Update

Lock out devices can only be used for the purpose of controlling energy, and may not be used for other purposes.





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Machine Guarding

Identifying and Correcting Hazards



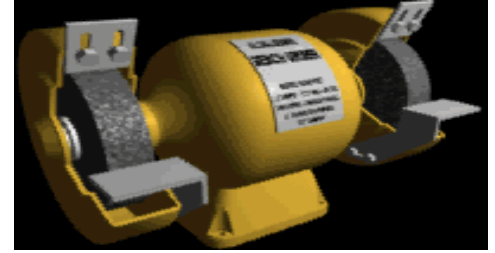
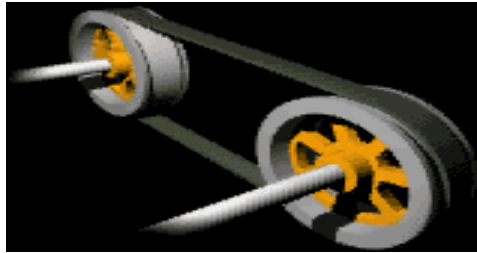
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- Identify safeguards needed in order to protect associates from moving machine parts, function, or process that may cause injury.
 - Safeguards provide protection from accidental encounters with machinery
 - Guard against pinch points and moving pieces of equipment
 - Annual machine guard inspections
 - Provide initial and refresher training to affected associates

Machine Guarding - Hazard Awareness

- The images in this presentation are provided to help you recognize potential machine guarding hazards.
- Important to be on watch for missing guarding.
- Key problem areas can be newly installed or recently serviced equipment.



Machine Guarding - Requirements

- Machine guarding is to protect the operator and other employees from hazards created by nip points, rotating parts, moving belts, sprocket and chains, flying chips and sparks.
- Examples of guarding methods are-barrier guards, metal or plastic covers, fencing, electronic safety devices, and other applications. Guards must be fixed to the equipment requiring keys or tools to remove them.



Machine Guarding - Examples of Nip Points

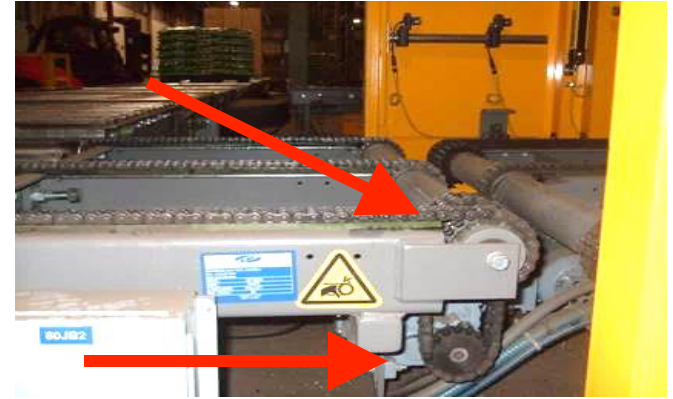
Nip points are created between 2 rotating parts and between rotating and fixed parts which shear, crush, or abrade.



Machine Guarding - Examples of Nip Points

Chains and sprockets are an example of a nip point. Injuries can occur when loose clothing, body parts or tools get too close to these moving parts.

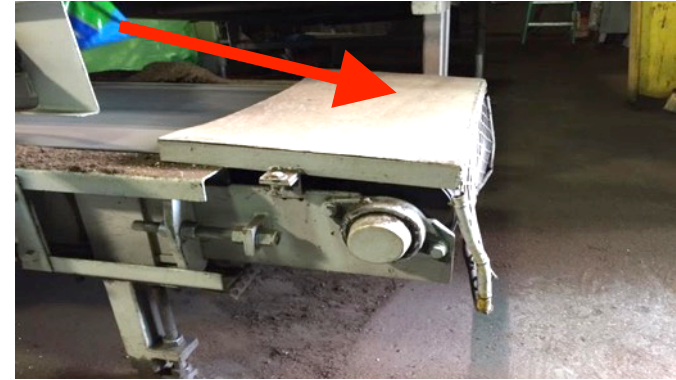
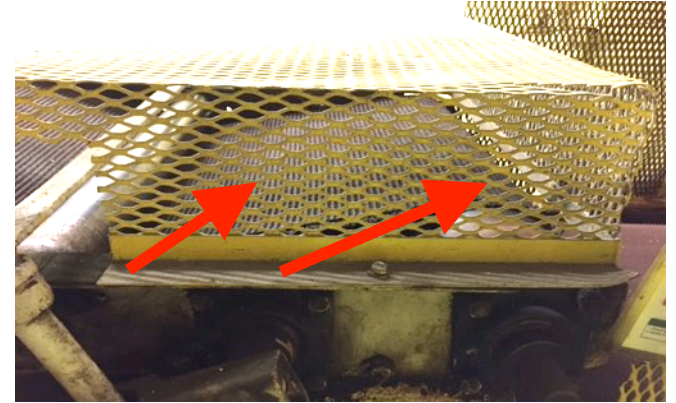
Guarding these areas prevent associates from coming into contact with these hazards. This area was effectively protected with barrier fencing.



Machine Guarding - Examples of Nip Points

Unguarded end rollers create a nip point in which an associate could get caught between the moving belt and the roller.

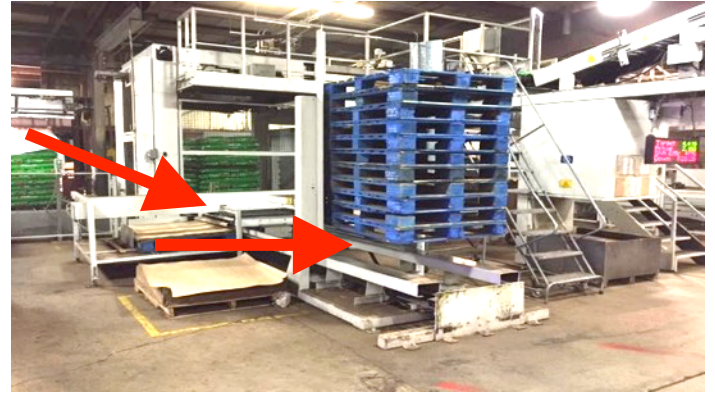
Guarding this area eliminates the potential for an associate from being pulled into the machine.



Machine Guarding - Examples of Nip Points

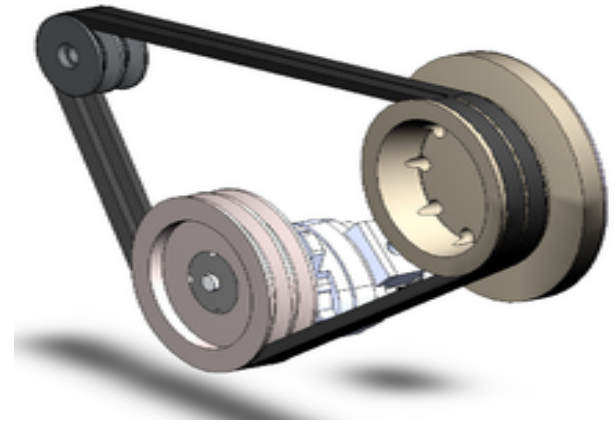
This area presented a nip point hazard between the pallets and the pallet track and the pallet and side rails.

This was corrected by installing a physical barrier to prevent associates from entering area during the operation cycle.



Machine Guarding - Rotating Shafts

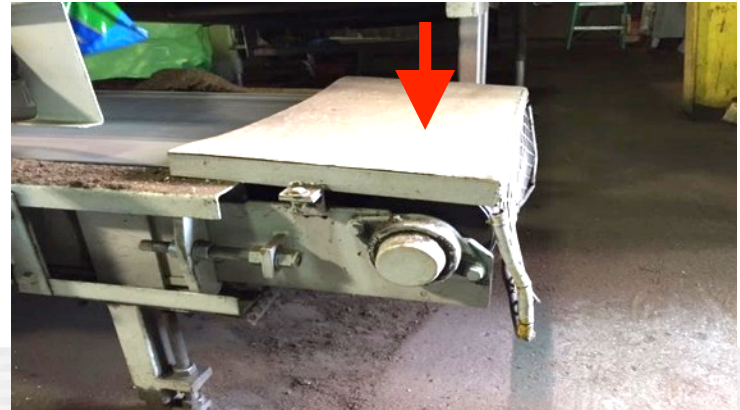
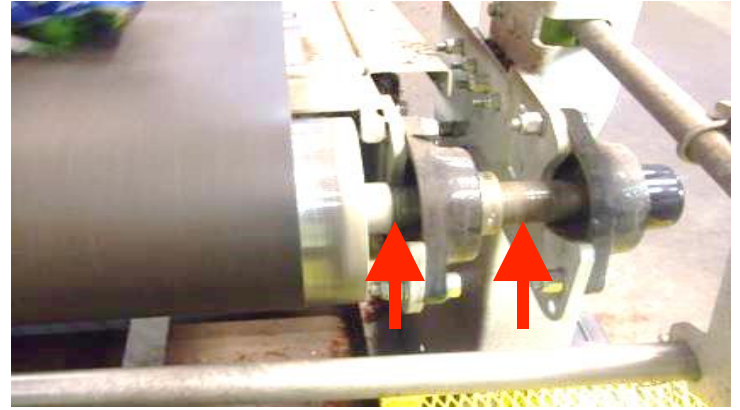
All exposed parts of horizontal shafting seven (7) feet or less from floor or working platform must be protected by a stationary casing enclosing shafting and or belt/sheave assembly completely.



Machine Guarding - Rotating Shafts

This pictures shows unguarded rotating shafts that can catch loose clothing. This creates a hazard of an associate being pulled into the machine.

All rotating shafts must be guarded to prevent associates from coming into contact with the shaft during its operation cycle.

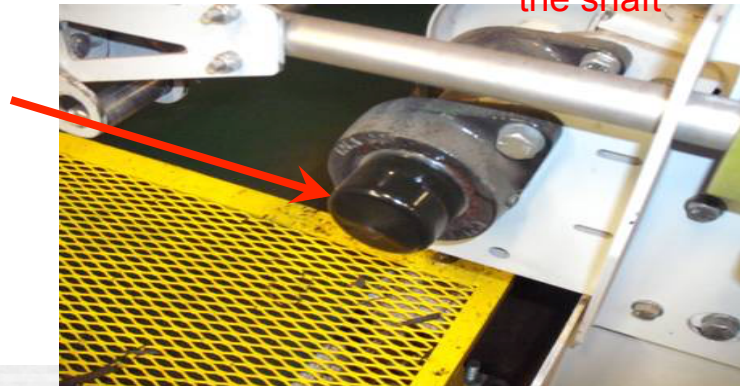


Machine Guarding - Rotating Shafts

Rotating shaft ends must be guarded when the exposed shaft extends longer than half the diameter of the shaft.



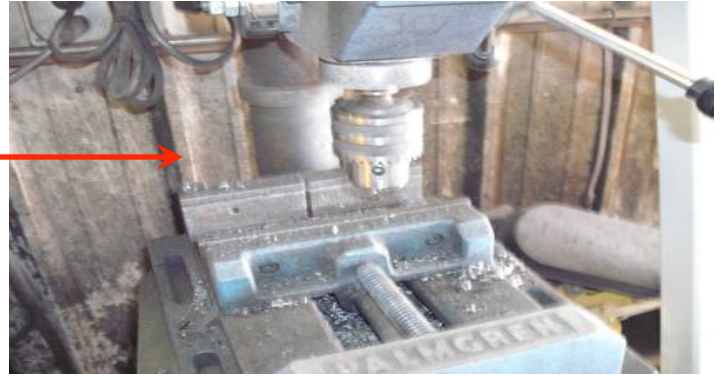
Plastic caps protect associates from coming into contact with the shaft during the operation cycle.



Machine Guarding - Rotating Shafts

Drill presses must be guarded to prevent associates from coming into contact with the rotating chuck during operation.

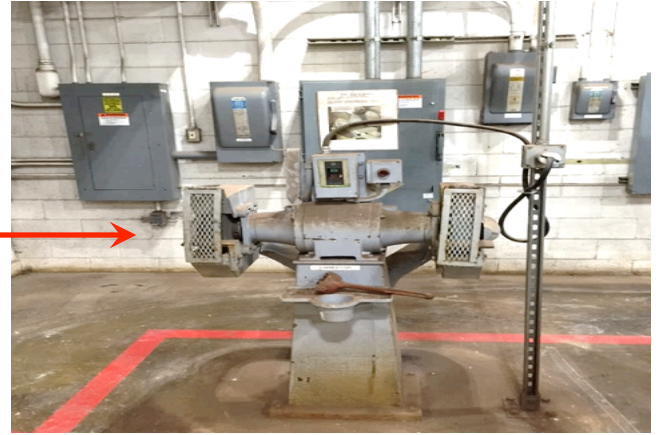
This can be accomplished by adding a flip guard to the drill press.



Machine Guarding - Fixed Machinery

Machinery designed for fixed locations must be securely anchored to prevent walking or moving.

In this example, the grinder has been bolted to the floor to prevent the machine from moving during use.





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Powered Industrial Truck Safety



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Powered Industrial Truck Safety



- Ensure the safe operation and maintenance of Powered Industrial Trucks
- Ensure the safety of pedestrians working in the surrounding areas of where Powered Industrial Trucks are operated
- Certified in-house trainers provide:
 - Initial training for all Powered Industrial Truck Operators, including a hands on evaluation
 - Refresher classroom training annually with hands on refresher training every three years
- *SMG has instituted a cardinal rule around seat-belt use when operating PIT's or other vehicles*

PIT - Recognizing Blind Spots

- Use mirrors to see around corners
- Look out for pedestrians when driving equipment
- Take caution when walking around equipment
- Ensure proper lighting in all areas
- Use a spotter when having difficulty seeing
- Effective use of 2-way radio systems



PIT - Safe Light Initiative

- Recently installed safety blue lights and red halo safety light systems on all indoor PITs
- Provides an added layer of hazard awareness to associates traveling on foot in areas PITs are being operated



PIT - Designated Walkways

Maintaining designated walkways for pedestrians traveling on foot allows for separation from PITs traveling in the same work area



PIT - Man Door vs. Bay Door for Egress

It is mandated that all associates enter and exit through man doors to minimize being exposed to PIT high traffic areas.



PIT - Other safety best practices

- Announce when pedestrians will be in operating or heavy equipment areas (radios)
- PIT's always have the right of way
- Make eye-contact with operator to ensure they see you
- Use of hi-vis clothing



Close to home....



- Actual incident SMG – this happened at one of our facilities this Season.
- Operator was loading a truck in the dock that was properly chocked and set up.
- Another truck backed in and the driver removed the chain from across the dock for that bay
- Operator came to dock with pallets and entered the new truck by mistake, at the same time the driver was pulling out to re-adjust his vehicle
- Fortunately PIT operator was not injured



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Electrical Hazards



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- Protect associates from the hazards of working on or near electricity
- Train associates to properly work on electrical equipment (Qualified Associate)
- Meet all requirements of OSHA 1910 and NFPA 70E
 - Ensure up-to-date arc flash assessments of electrical panels
 - 36” clearance in front of electrical panels
 - All boxes and panels labeled appropriately
 - Ensure proper use of permanent and temporary power sources
 - Ex. daisy chaining extension cords

Exposed Wires – Leads to Increased Risk of Contact

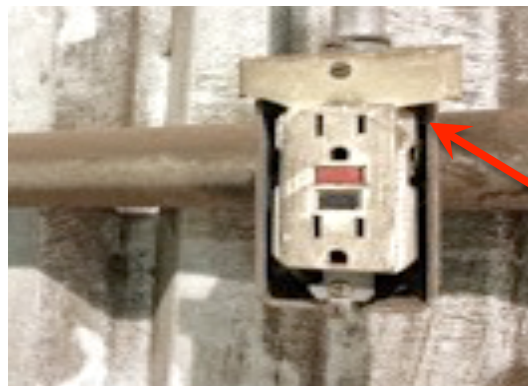
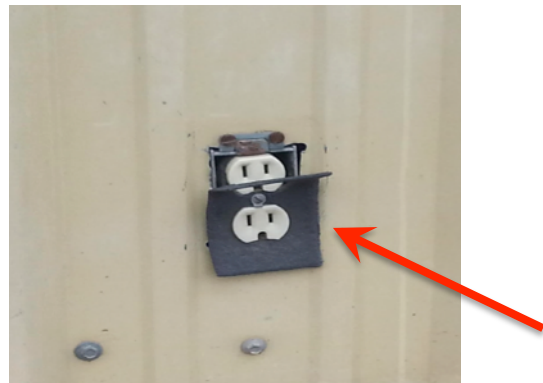


- Replace covers
- Remove damaged cords from service

Damaged Junction Boxes or Outlets Leads to Exposed Wires



- Secure box covers
- Repair damaged outlets and cover plates



Open Panels – Keep Panels Closed



- Close panel doors to avoid exposing live connections
- Secure doors with latch or handle

Damaged Conduit – Leads to Unprotected Wires



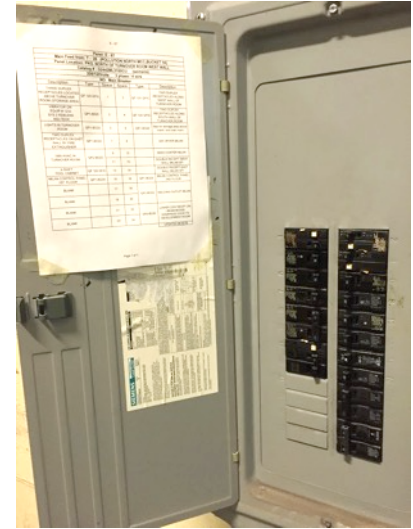
- Report damages promptly
- Watch for damage or excessive wear at bends of conduit

Blocked Panels



- Maintain 36” clearance around electrical panels - best practice to paint areas in front of panels to ID clearance zone
- Keep top of panels free of items and dust build up
Periodically review housekeeping schedules and update as needed.

Label Panels – Clearly identify what hazards are



- Display Arc Flash and shock hazard ratings on panels
- Label breakers to identify what they control
- Label panels to identify where they are fed from

Working with Electricity– Specific PPE



- Associates must have proper training to service electrical equipment
- Must use appropriate PPE
- Inspect all tools and equipment prior to use.
- Equipment such as voltage detectors and hot sticks require visual inspection at least annually and physical testing at least every 3 years.

Extension Cords

- Extension cords and electrical power tools should be used with ground fault circuit interrupting outlets or pigtails
- Damaged extension cords should be destroyed and discarded
- Extension cords cannot be used as permanent wiring





Associate Engagement -
Taking Safety to the next
level



Why do we need engaged associates?



Rules and regulations only take you so far -

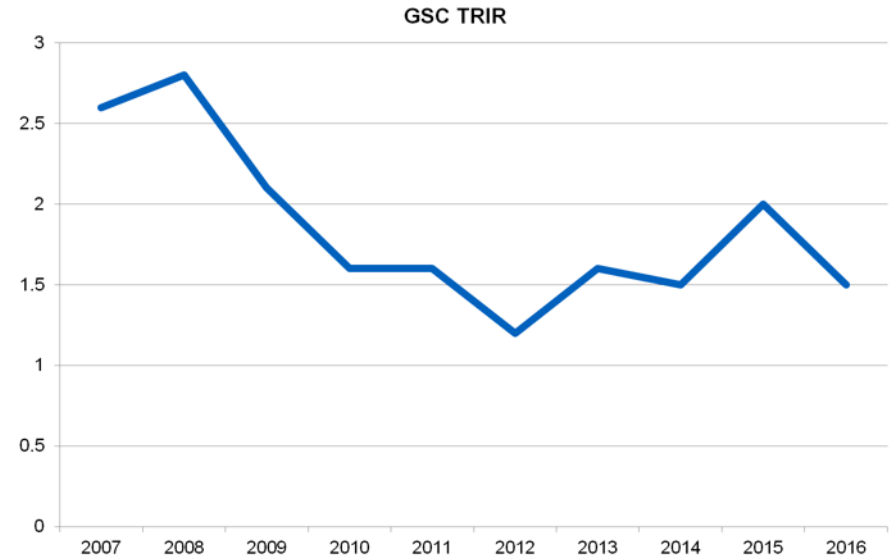
Investigation of incidents show employee decisions are often the root cause of incidents

How to get into the “heads” of our employees to make sure they make wise decisions

SMG has just begun this journey

Next Level Safety Performance

- Safety performance for SMG supply chain plateaued
- Basic building blocks are in place (compliance programs, training, EHS systems, behavioral based safety) and have brought us to this point, but not likely to drive a step-change



World Class Safety Management

characteristics help determine whether a safety management system is working

1. **Leadership** – The management of an organization must lead by example
2. **Integrated systems approach** – Integrating safety processes into all business functions
3. **Performance measurement** – Use leading and lagging indicators must be used to promote and monitor continuous improvement Safety management system.
4. **Alignment to core organizational initiatives** – Through visioning, strategic planning and budgeting, safety can become aligned with all other objectives, strategies and values in an organization.
5. **Corporate citizenship and off-the-job safety** – extend your safety efforts to both the community and employees outside of work.

Culture

The way to drive safety performance to the next level is to focus on safety culture – world class companies have shown this again and again

Changing Culture of your plant and organization takes time, and commitment

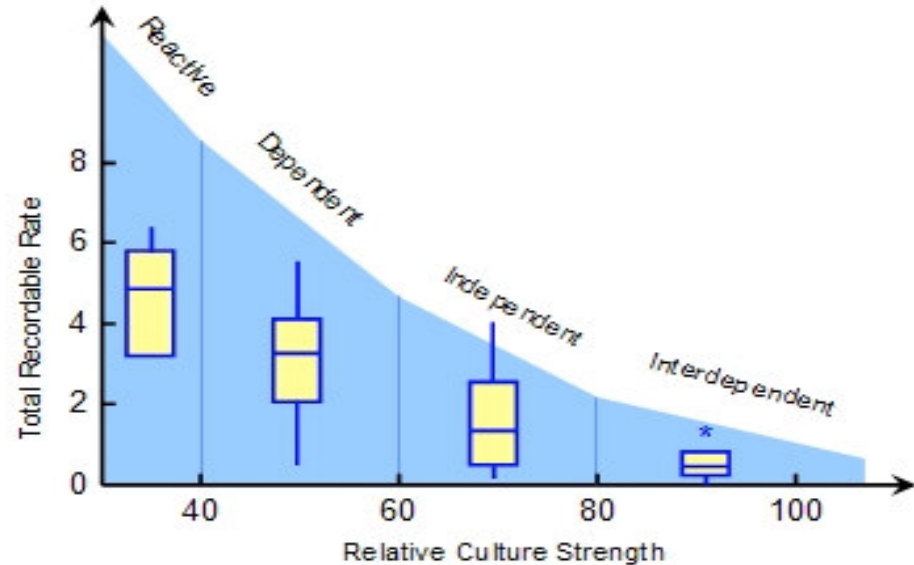
You can't rely on setting rules and training – that will get you small improvements

True Culture change comes with ‘Walking the Walk” instead of “Talking the Talk” live Safety Every Day with Passion

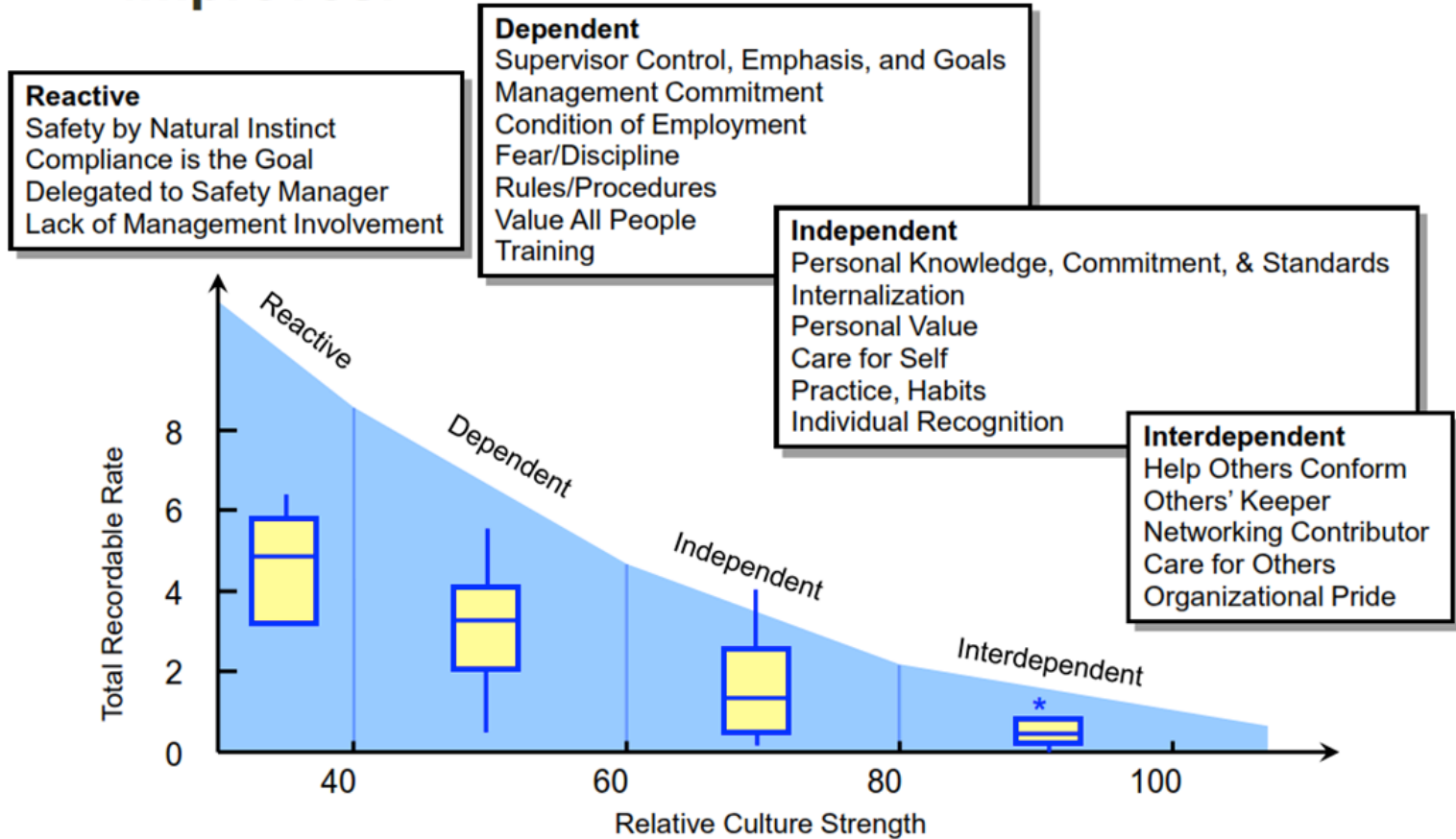


Next Level Safety Performance

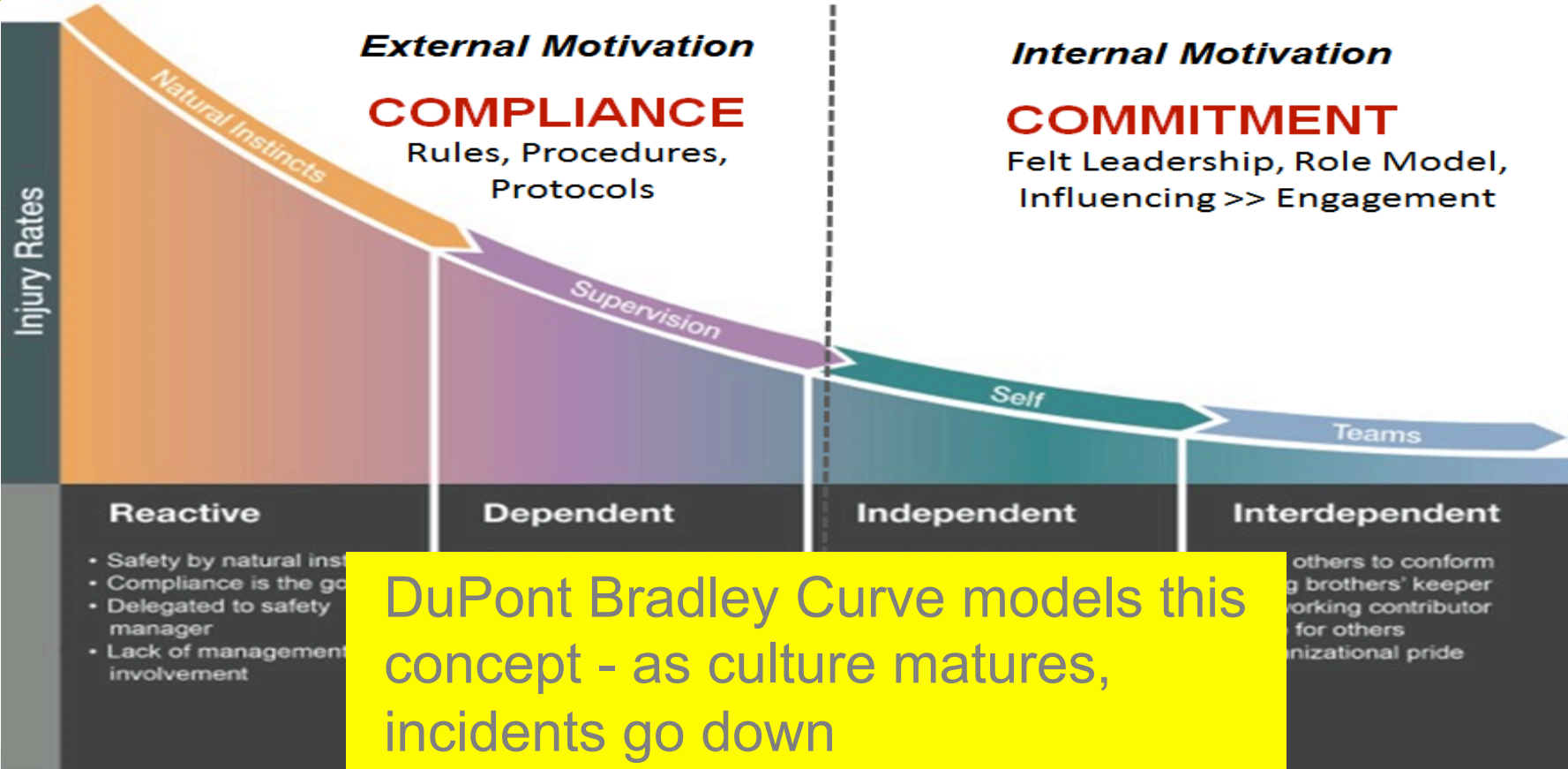
- World-Class safety performers have learned that it takes a focus on culture to drive incidents towards zero
- DuPont Bradley Curve models this concept - data supports - as culture matures, incidents go down



Safety Culture



Where is your Organization?



DuPont Bradley Curve models this concept - as culture matures, incidents go down

"I follow rules because I have to"

"I follow rules because I want to"

- Cultures need to evolve - building blocks need to be in place
- Understand where your culture is today - consider a survey
- Leadership - it starts from the top
 - Focus
 - Expectations
 - Vision
- Engagement of associates
- Walk the talk - (if you are not committed - your employees will know)

How to improve a culture

Focus on what is undeniable

Your company wants to have Zero accidents and injuries--- Why?

Not for the insurance costs savings

Not for the mountains of paperwork it creates

Not for the medical costs, or work comp costs

Not for losing an employee and having to back fill when they are out injured

Not to improve site reputation or to improve profit

But because having zero injuries is good for the employee and family,
and oh - by the way good for the company too.

It cannot be about your company, the employee has to believe with every bit of his/her energy that the safety rules and policy are about them.

**“You get the level of
safety excellence that you
demonstrate you want!”**

– DuPont proverb

One More Thing ---





LESSON 1



"Being responsible sometimes means pissing people off."

Good leadership involves responsibility to the welfare of the group, which means that some people will get angry at your actions and decisions. It's inevitable, if you're honorable. Trying to get everyone to like you is a sign of mediocrity: you'll avoid the tough decisions, you'll avoid confronting the people who need to be confronted, and you'll avoid offering differential rewards based on differential performance because some people might get upset. Ironically, by procrastinating on the difficult choices, by trying not to get anyone mad, and by treating everyone equally "nicely" regardless of their contributions, you'll simply ensure that the only people you'll wind up angering are the most creative and productive people in the organization.

Can it be Done?

4 years ago, MSC presentation on one of the Scotts plants that reached a 20 year Milestone without an LTA

July 28, 2017 – The Scotts Lawrenceville plant reached 24 years with no LTA- (3,760,000 safe working hours) and 25 years is within reach –

Yes it Can

Questions?