

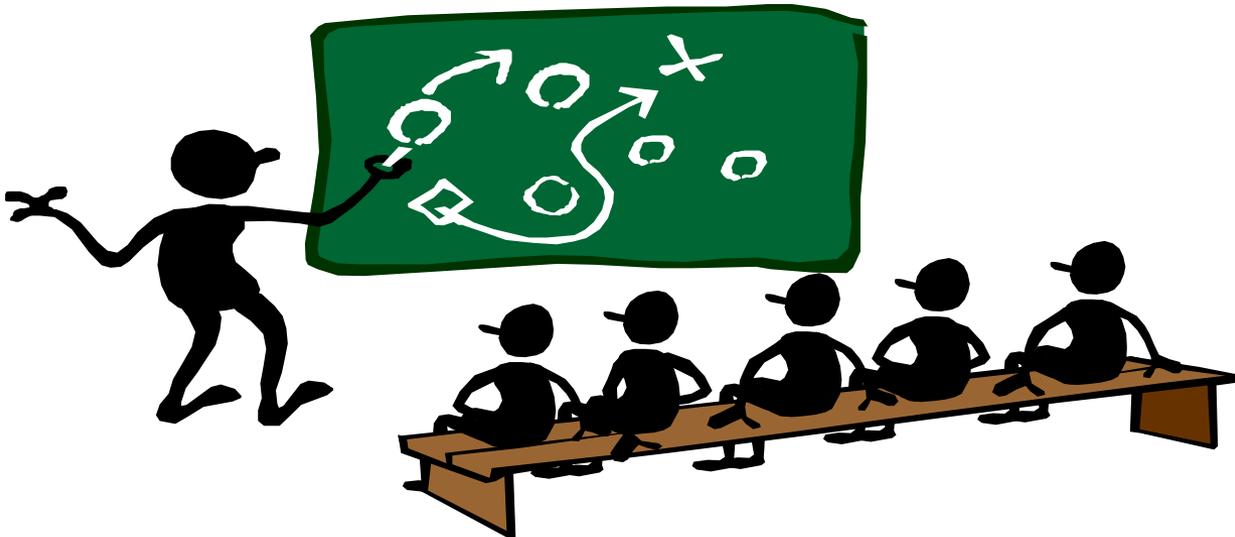
**ASSET**

PEOPLE | PROPERTY | REPUTATION

PROTECTION



# SAFETY PLAYBOOK



## TODAY'S PRESENTERS

- Jennifer Artino – Heinen's, Inc.
- Jennifer Horstmann – Schnuck Markets, Inc.
- John Slager – Kroger Company

# Playbook

## Emergencies

- Emergency Evacuation
- Fire Prevention
- Fuel Spills

## Measures and Metrics

- Measures and Metrics
- Executive Reports

## Claims Management-Work Comp

- Medical Triage Service
- Injury Reporting and Investigation
- Return-to-Work Program Guidelines
- TPA - RTW Unit Procedures

## Claims Management-General Liability

- Customer Injury Claims
- Product Claims
- Pharmacy Claims
- Litigated Claims & Legal Procedures

## Business Resilience

- Business Continuity Plans
- Business Resilience
- Pandemic Planning

## OSHA Compliance

- Blood-borne Pathogen Exposure Control
- Hazard Communication
- Lock-Out/Tag-Out
- OSHA Inspection Guidelines
- OSHA Recordkeeping
- OSHA and Store Associate Training Requirements
- OSHA Requirements Training Tracker
- Personal Protective Equipment Requirements
- Powered Industrial Truck/Forklift Safety

## Hazardous Materials Hazmat

- Containment Center Set up
- Document Retention Guidelines
- Handling Procedures
- Store Closure Procedures
- Universal Waste Lamp Disposal
- Propane Cylinder Safety

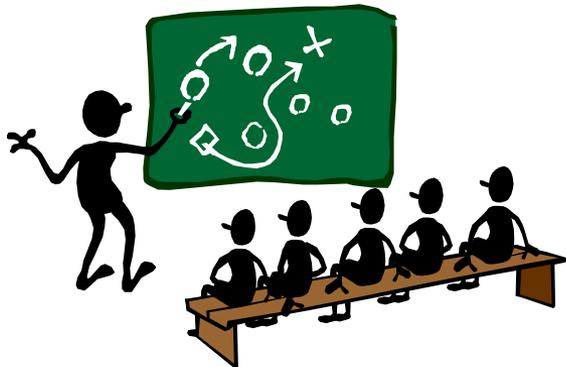
## Leadership Engagement

Recognition of Safety

Leadership Awards

Injury Repeater Counseling

Safety Cultural Assessment



## Accident Prevention and Awareness

Kick off Safety and Awareness Events

## Safe Work Methods

Safety Training - New Hire

- Cut Resistant Gloves
- Slip Resistant Shoes

## Customer Slips and Fall

- Floor sweeps
- Mats
- Cones
- Spill Clean up Kits

DSD Vendor Safety

DSD Carbonated Beverage Backroom

## The Key to Prevention Revealed Today!





## Core Value

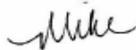
The Kroger Co. will provide a safe and healthy environment for the protection of its most vital resources, our associates and customers. The safety of associates and customers shall be of the greatest value to all levels of management and supervision, ranking equal to service, sales and profit, productivity, quality, costs, and sanitation.

The Company's basic philosophy is that all personal injuries can and must be prevented. All associates at every level are responsible for their own safety and for the safety of those with whom they work. There will be no place in the organization for an unsafe associate.

The Company will maintain a vigorous safety culture at each location and allocate the resources necessary to assure a safe and healthful environment. We will continually evaluate and improve until our safety performance becomes the Standard for Excellence. We will meet our goals through the continuous education, training, and involvement of every Kroger associate, encouraging the promotion of safe work practices among all.

Recognizing that our associates and customers are the Company's most important assets, we will develop a culture that reduces accidents to zero.

  
Rodney McMullen  
CEO

  
Mike Ellis  
President and COO



# THE SPOTLIGHT ON SAFETY

The purpose of the Spotlight on Safety is for each division to tell a brief story about the excellent job they are doing relating to safety. Focus on:

- **Leadership**
- **Engagement**
- **Innovation**
- **Improvement and Results**

.....that contribute to your continued success.

In support of those efforts for the past period, tell us what's new and exciting and what you have been doing to affect positive change!

## **Spotlight Publication**

**A Spotlight News publication will be sent and published each period containing all division spotlights submitted.**

## Division Leadership Award

Leadership



Engagement



Improvement

Results

Innovation



## District Leadership Award

### *Congratulations! District 1*

**From:** Division Safety Manager  
Corp. Risk Management

**To:** District Manager – District 1

**Subject:** Congratulations!

In recognition of a sustained or reduction in your Injury Rate over 8 consecutive periods, District 1 is the recipient of the "Safety Sustainability Award." We want to congratulate you and your district leadership team for a job well done.

District 1 has a sustained or reduced Incident rate in Workers Compensation and General Liability for the last 8 consecutive periods and your District Rank is in the top 25% when compared to all districts. Nicely done!

The efforts put forth by you and your team is very much appreciated and we wish you continued success on your journey toward zero accidents. Please accept this obelisk in appreciation for your outstanding leadership. Be sure to share it with your team.

Keep up the great work!

*Division Safety Manager  
Corp. Risk Management*



# INJURY REPEATER PROGRAM

## Objective:

To engage and educate potential “at risk” associates in a proactive and positive manner while developing a formal action plan to ensure their safety.

## ACTION STEPS

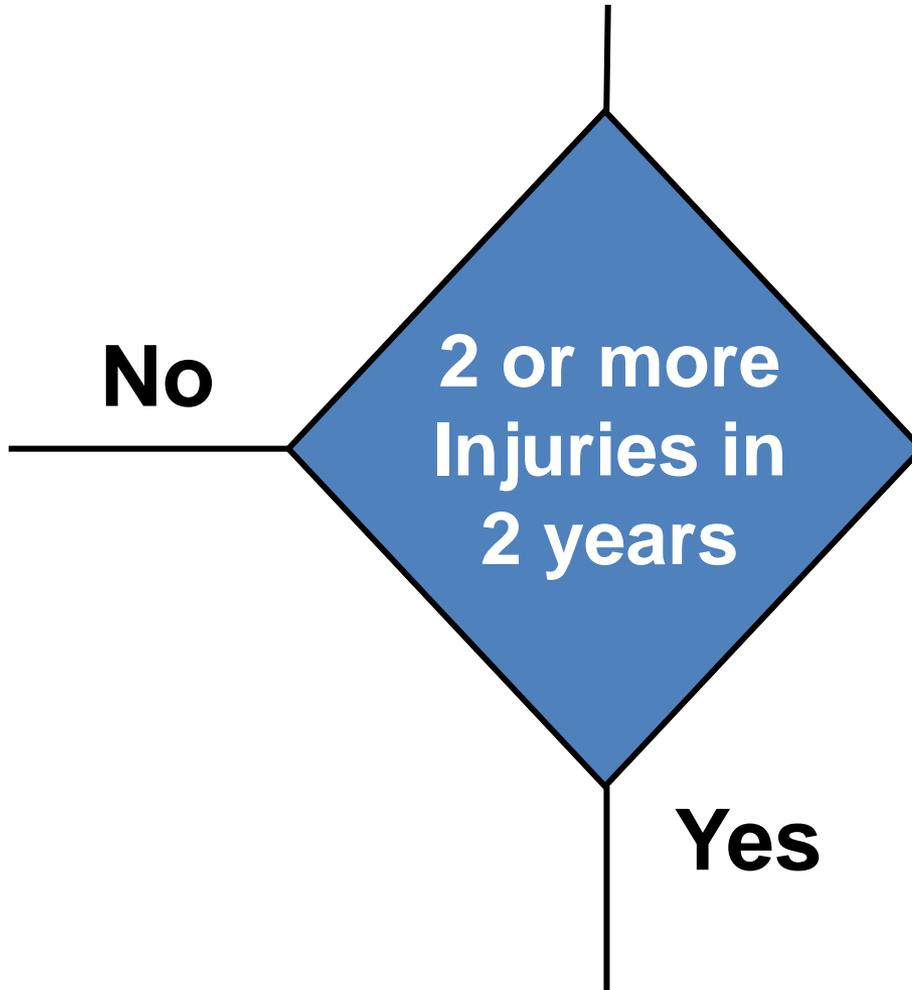
- Interactive coaching
- Documented process
- Review success

## THE PROCESS

### Complete an Accident Investigation

- Investigate all injuries
- Reports are accurate, complete and timely
- Root cause & corrective action implemented
- Develop an action plan

## THE PROCESS



## WHO AND WHEN

### Safety Awareness Meeting

#### Required Participants

- District Manager
- Manager
- Associate
- Safety Specialist

#### Optional Participants

- Safety Coordinator
- HR
- RM Director, Safety Manager, or Supervisor

## ROLES

### District Managers / Store Managers

- Own the process
- Conduct the meeting
- Establish an action plan

- **Associate**
- Participates

- **Safety Specialist**

- Assist and provide injury trend and technical support

**Safety  
Awareness  
Meeting**

## MEETING STRUCTURE

- **Problem-solving not disciplinary**



- **Documents Needed**
  - Associate Incident Report
  - Safety Improvement Process (SIP) Form
  - Associates Training Records
  - No Medical Records

## STEPS TO A SUCCESSFUL MEETING

- Preparation
- Clear Expectations
- Understanding the Meeting Elements
- Know your Responsibilities (takeaways)

## MEETING ELEMENTS

- Facts based
- Include and discuss associate ideas
- Set expectations
- Agree upon an action plan and next steps
- Offer support

# SAFETY IMPROVEMENT PLAN (SIP) FORM

- Include injury history
- Provide a copy to associate
- Discuss the injury history with the associate
- Look for trends, root causes and solutions
- Agreed-upon solutions in writing
- Be clear - Possible discipline if not followed

## STEPS BETWEEN INITIAL MEETING AND 30 DAYS

### Manager & Safety Specialist

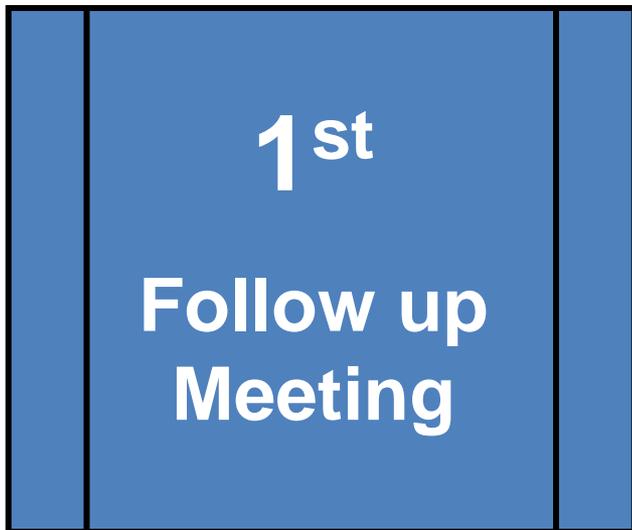
- Completes Action Plan
- Coach Associate
- Observe them working safely
- Recognize their effort
- Observe them working unsafely
- Coach and model safe work behavior

### Associate

- Completes associate Action Plan items
- Continues to work safely
- Seeks assistance from Manager on other safety related issues

## WITHIN 30 DAYS

# 1<sup>st</sup> FOLLOW UP MEETING



- Discuss Action Plan and SIP
- Modify as needed
- In 90 days - set date for 2nd meeting

## WITHIN 90 DAYS

# 2<sup>nd</sup> FOLLOW UP MEETING

2<sup>nd</sup>

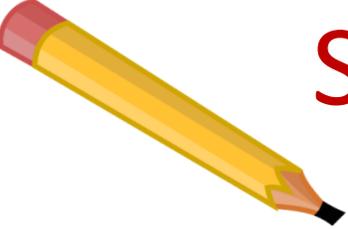
Follow up  
Meeting

- If action plan is not complete or has open action items, continue to meet with the associate as needed
- If all actions are completed, process is closed. Expectations still hold!
- Documentation is required on the SIP Form

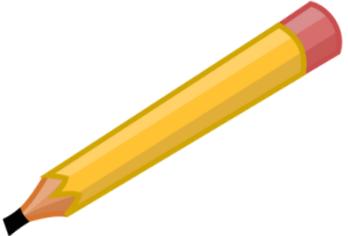
## BENEFITS

- Identifies at risk associates
- Provides additional training
- Identifies possible job relocation
- Reduces injury frequency





## Safety Leads



### TASKS:

- Store Safety Focus walks
- Communication in every division meeting
- Action plan follow up
- Knowledge sharing on division safety page
- Safety Leadership Program

## Analytics

### **Weekly Event Report:**

- Captures stores and facilities injury data
- Requires action plans

### **Safety/Risk Dashboard:**

- Provides quick and easy access to claims data
- Centralized location for knowledge

### **Safety Climate Survey focus:**

- Associate's safety mindset
- Store management leadership
- Company's commitment to safety

# **Safety Kick-Off**

## **Event Planning Steps**

- 1. Choose a Safety Topic**
- 2. Choose Dates and Times**
- 3. Choose a Theme**
- 4. Get Creative!**

Start the Year off Right

Make Safety a Big Deal!



## Memphis Safety Awareness Event

### Knocking Safety Out of the Park



September 28<sup>th</sup> – October 4<sup>th</sup>

## Daily Events

- Sunday** - **Opening Day:** Departments choose their team name 
- Monday** - **Play Ball:** Uniform up with PPE 
- Tuesday** - **Dugout Day:** Department inspection take place 
- Wednesday** - **Batter up!** Spill response locations reviewed 
- Thursday** - **7<sup>th</sup> Inning Stretch:** Stretch and lift to avoid strains 
- Friday** - **Bottom of the 9<sup>th</sup>:** Spill clean up demonstrations 
- Saturday** - **Everyone wins!** We all celebrate our successful event 

## Safety Awareness Event

### Take me Out to the Ballgame

Front End – “Regulators”



Produce/Floral – “Enforcers”



Meat/Seafood – “Choppers”



Grocery – “Stockers”



Drug/GM – “Cleaners”



Pharmacy – “Pharmers”



Fuel – “Fumes”



Deli/Bakery – “Fryers”



## Cut Resistant Glove Stations



## Cut Resistant Gloves

- Gloves need to be worn while:
  - Cleaning the slicer
  - Working with a knife
- Glove needs to fit correctly
- Plastic glove needs to be worn on top of the cut resistant glove
- Glove needs to be cleaned at the end of each shift or when dirty

## Cut Resistant Gloves

- Gloves are cleaned through the wash, rinse and sanitize system and hung to dry over night
  - If gloves are cleaned in the washing machine they will not last as long and will not be sanitized
- Associates are responsible for the care and condition of their gloves
- All associates need to sign the Cut-Resistant Glove Agreement included in your packet:
  - Please send to payroll

## Two Types of Gloves

- **Slicer Gloves (Heavy Grade Kevlar)**
  - Used while cleaning the slicer
  - Worn on both hands
  - Gloves placed in the department for all associates to use
- **Knife Gloves (Low Grade Kevlar)**
  - Used while working with a knife
    - Do not use while cleaning a slicer
  - Worn only on hand opposite the knife
  - Associates are responsible for their own gloves

## Why Two Different Gloves?

- The Heavy Grade Kevlar glove does not give the user the dexterity needed while working with a knife.
- The Low Grade Kevlar glove will not withstand a slicer blade.

## Replacement Gloves

- Gloves will be replaced by Heinen's when worn or damaged due to work activities
- If gloves are lost or damaged outside of work, the associate will be responsible for the cost of replacement

## Appropriate Fit

- Comfort, Dexterity, Touch, ...
  - ... Sensitivity, and Productivity
- Snugly, but not too tight
- Fingers all the way to the end of the glove.
- Fingers should be slightly short at first.
- The glove will stretch when first worn

## Remember

### Cut Resistant Gloves:

- Are not puncture proof
- AND
- Never use while working with a moving blade

## Option



## Slip Resistant Shoes

- **Dress Standards** - part of the uniform
- **Program Stipend** - \$29.99 on one pair per year
- **Four options** to fit everyone's needs
- Continue to **work with associates** to ensure their comfort



## Shoe Options

- **Shoes for Crews** – affordable in a variety of styles
  - Ordered by the office cashier
  - Returns and exchanges handled at store
  - Cost above \$29.99 can be paid at the register

- **SR Max -**



## Shoe Options

- **Shoe Covers**

- If an associate has special needs due to a medical condition
- Requires doctor's note stating they cannot wear shoes or need to wear special shoes

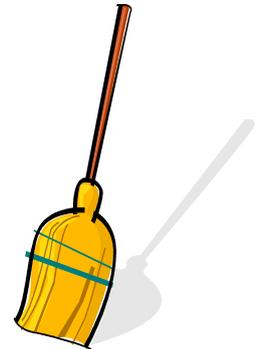
- **Redwings**

- Requires doctor's note stating they require special footwear and cannot wear shoe covers
- Can order online or in store
- Must be slip-resistant

## Customer Slips and Falls

### Countermeasures

- Mats
- Cones
- Spill Clean up Kits
- Floor Sweeps

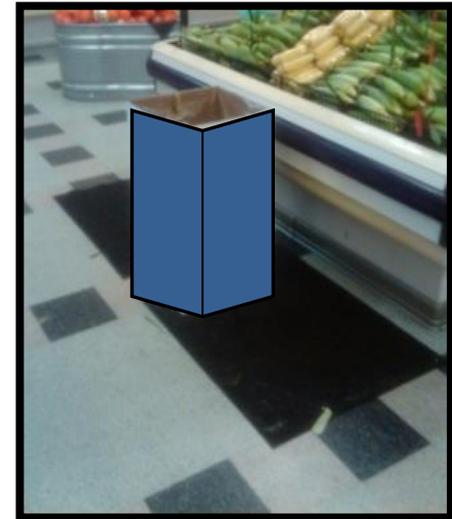


## MAT Program

Leafy Green Rack



Corn & Soft Fruit



## Produce

Grapes



## Floral

- Floral case with open flower buckets
- Displays where water is present
- Behind floral counters



## Meat and Seafood

Entrance to store from prep area

Oyster barrel display when ice or water is present



## Deli and Bakery

Entrance to the store  
from prep area's



Drink dispenser when  
ice or water is present



Olive Bar  
Chicken Warmer



## Front End/ Customer Service

Front Entrance



Customer Service Counter



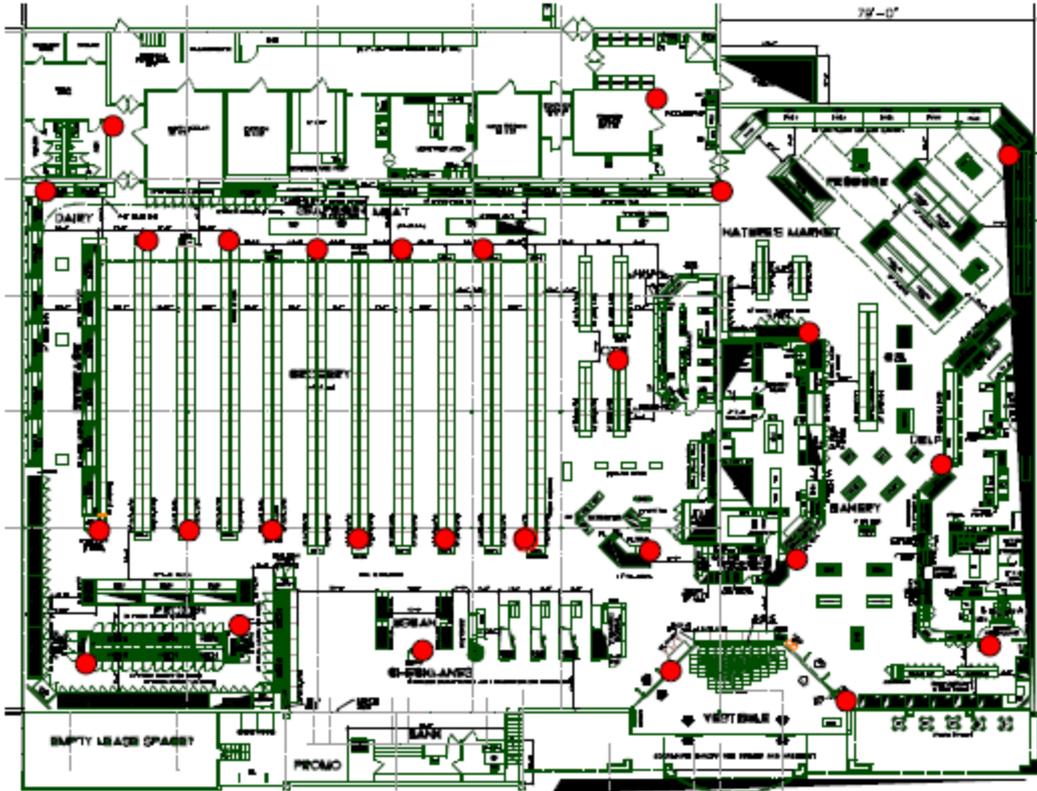
Bagged Ice Cases



Water Fountain



## Let's Talk Cones



## Pocket Spill Kits



## Locations



# DSD Vender Safety Requirements

- U-Boats and Carts
- Pallet/Power Jacks
- Straddle Stackers
- Compactors and Dumpsters
- Stockroom Storage
- Empty Pallet Storage
- Step Stools and Ladders
- Floor Conditions
- Spill Cleanup
- Displays / Shippers
- Stocking

Back-Room Equipment:	
<p><b>U-boat Carts:</b></p> <ul style="list-style-type: none"> <li>• Vendors can use a U-boat cart to transport their product and are responsible to maintain control of the cart while on the sales floor.</li> <li>• Vendors should not over-load a U-boat cart or stack product above the height of the end rails.</li> <li>• Never stand on or use a U-boat cart as a step-stool.</li> </ul>	
<p><b>Pallet Jacks / Power Jacks / Straddle Stackers</b></p> <ul style="list-style-type: none"> <li>• All Kroger associates who operate a powered pallet jack, straddle stacker, or forklift must be trained and certified.</li> <li>• Kroger does not permit DSD Merchandisers to operate a Powered Industrial Truck (PIT) i.e.: power jack, straddle stacker, or forklift.</li> <li>• Non-powered pallet jacks are available for vendors to transport and move their product. Check with the store manager if they allow pallet jacks onto the sales floor during regular business hours.</li> <li>• Vendors are responsible to monitor pallet jacks and empty pallets while on the sales floor.</li> </ul>	 
<p><b>Compactors / Dumpsters</b></p> <ul style="list-style-type: none"> <li>• Vendors are expected to maintain a clean work space and clean up all of their work debris.                             <ul style="list-style-type: none"> <li>– Cardboard can be placed into a compactor</li> <li>– Shrink wrap placed into the recycling bin / compactor</li> </ul> </li> <li>• Vendors are not permitted to place trash or damaged product into the trash dumpster/compactor without notifying and receiving permission from the store's DSD Receiver /Inventory Control Manager.</li> </ul>	 

## Enforcement Our Toughest Challenge!

- What do you do?
- Take action, of course
- Behavior at Point of Execution

*It's up to our leaders to take action  
in order to change behavior...!*

### *Increasing Your Odds*

- Preplan your talk
- Quick and on topic
- Focus on Behavior
- Explain the impact
- Set expectations
- Positive Reinforcement

### *Predetermined Strategy*

***Failure to address unsafe behavior has a compounding effect...  
Business takes a back seat to safety...  
...so do personal relationships***

# Case Study

# DSD Carbonated Beverage

Indianapolis  
DISTRICT 2

## Pallets are Staged

956 UNIT 1 15:DSD 1 Mar 15, 2010 8:20:00 AM EDT



## Pallets are approached to be moved

Meet: Kelly Kane

956 UNIT 1 15:DSD 1 Mar 15, 2010 8:40:18 AM EDT



## Pallets are Bumped

956 UNIT 1 15:DSD 1 Mar 15, 2010 8:40:35 AM EDT



## Associate try's to upright with hands

956 UNIT 1 15:DSD 1 Mar 15, 2010 8:40:53 AM EDT



## Pallet of Water Bottles Collapse

956 UNIT 1 15:DSD 1 Mar 15, 2010 8:42:39 AM EDT



## Associate is buried

956 UNIT 1 15:DSD 1 Mar 15, 2010 8:42:41 AM EDT



## Fatality due to Brain Injury

Associate was working a double stacked skid of water and the water shifted. The associate went to try to push it and all the water tumbled onto her. Associate has a head injury and all her ribs are broken. She has bleeding on the brain and they do not think she will make it. Hospital is unsure how long she went without oxygen.

## We Looked at it all!

- Stretch Wrapping
- In-Rack
- PIT
- DSD Carbonated beverage
- Alcohol Beer/ Wine
- Cans, Bottles/2 liter-20oz-16oz-12oz
- Single Stack / Double Stack/Half Pallets
- Overstock
- Merchandising
- Mass End Displays
- Shelf stock
- Overhead Storage

## The Lab...Bottled Water



## The lab...DSD Carbonated Beverage



**Engineering Studies**  
Partnered with *Coke*  
and *Pepsi*



## We pushed to Failure



## Our findings: Bottled Water Never Double Stacked



## DSD Beverage Stacking and Storing

Tier 2

~~In-Rack~~

12 Feet High

Stretch Wrapped

Double Stacked

Tier 1

Carbonated Beverage  
(Pallet is stretch wrapped)

~~Water  
(Pallet is stretch wrapped)~~

Beer  
(Pallet is stretch wrapped)

Water  
(Pallet is stretch wrapped)

Carbonated Beverage  
(Pallet is stretch wrapped)

Water  
(Pallet is stretch wrapped)

Beer  
(Pallet is stretch wrapped)

~~Carbonated Beverage  
(Pallet is stretch wrapped)~~

Carbonated Beverage  
(Pallet is stretch wrapped)

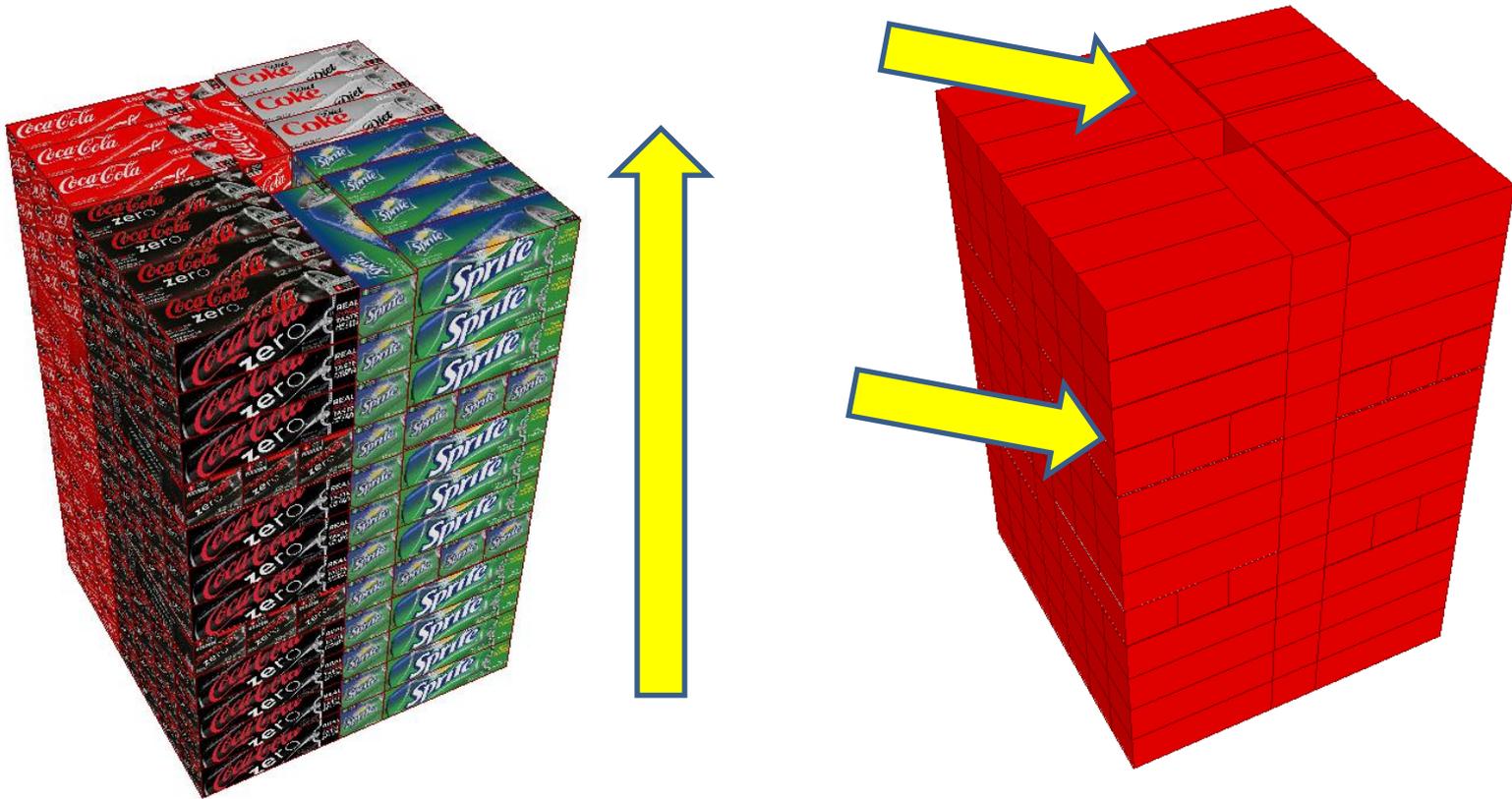
Floor



## General Merchandise Standards

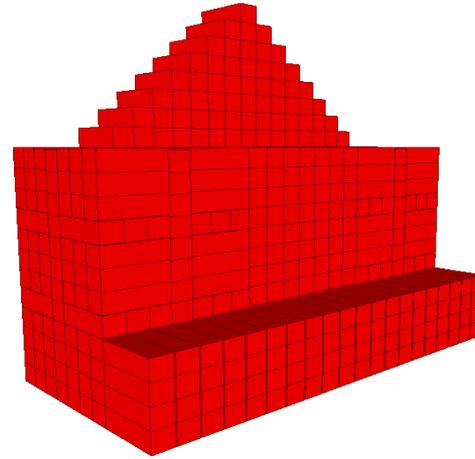
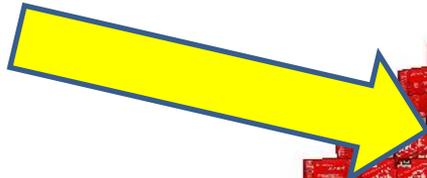


## Pallet Height and Product Integration

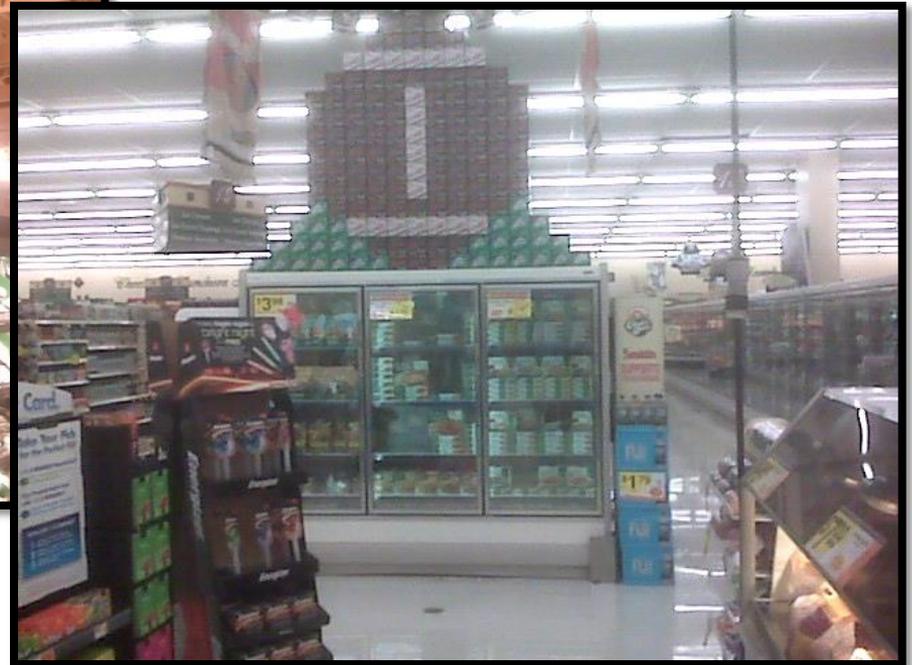


## Large Displays

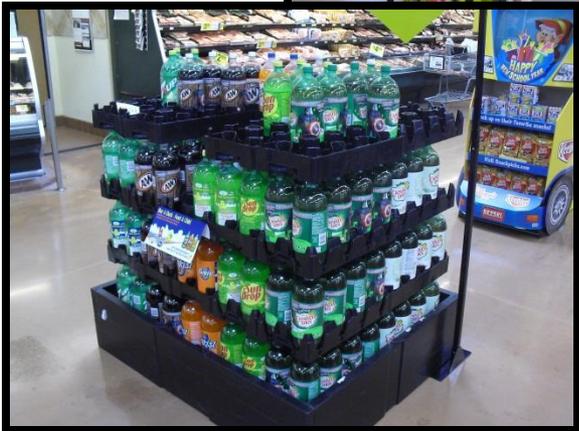
Dummy  
Packaging



## Avoid



## Shelf Facing and Displays



# ASSET

PEOPLE | PROPERTY | REPUTATION

# PROTECTION



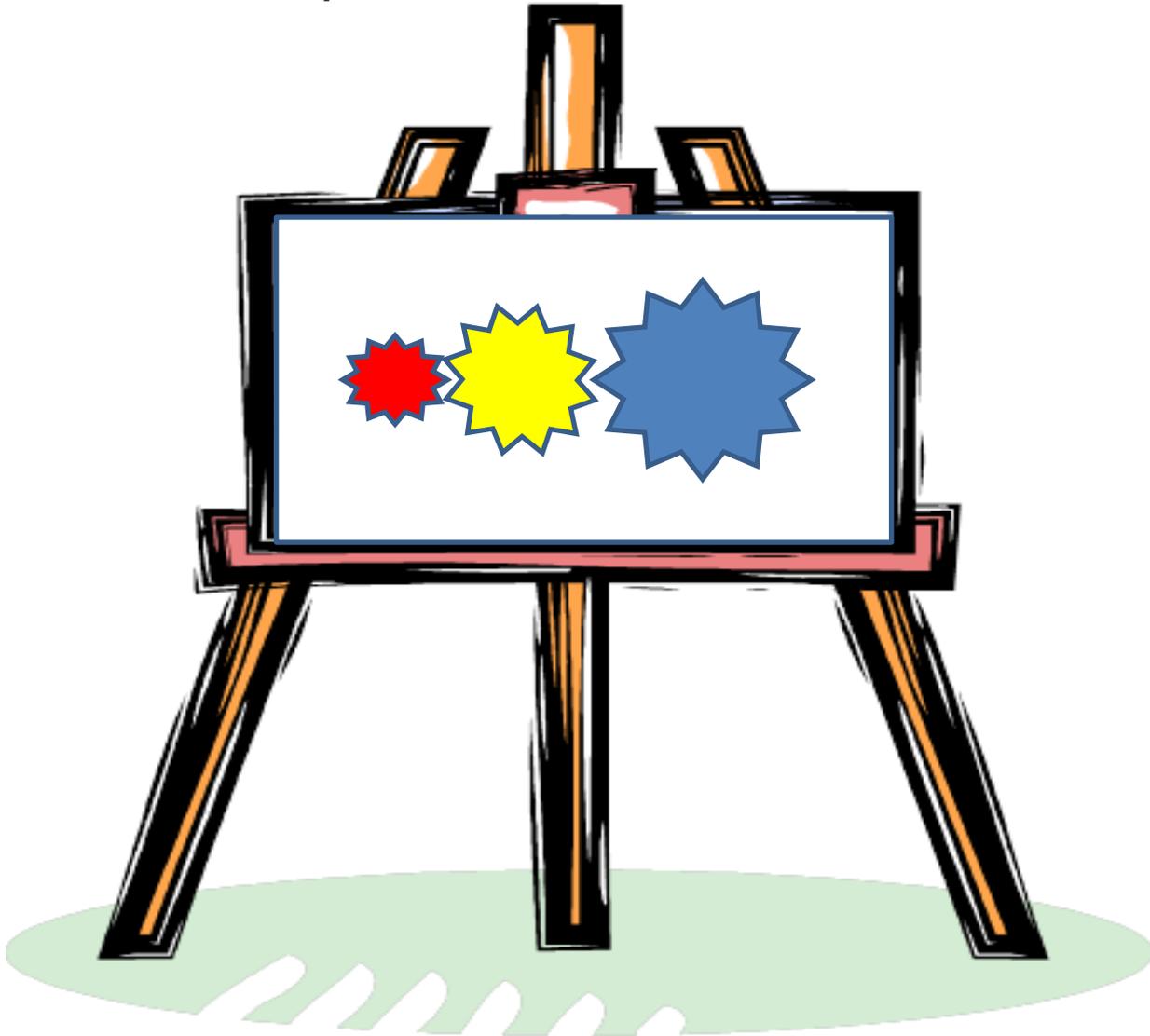
## Prevention Revealed



# ASSET

PEOPLE | PROPERTY | REPUTATION

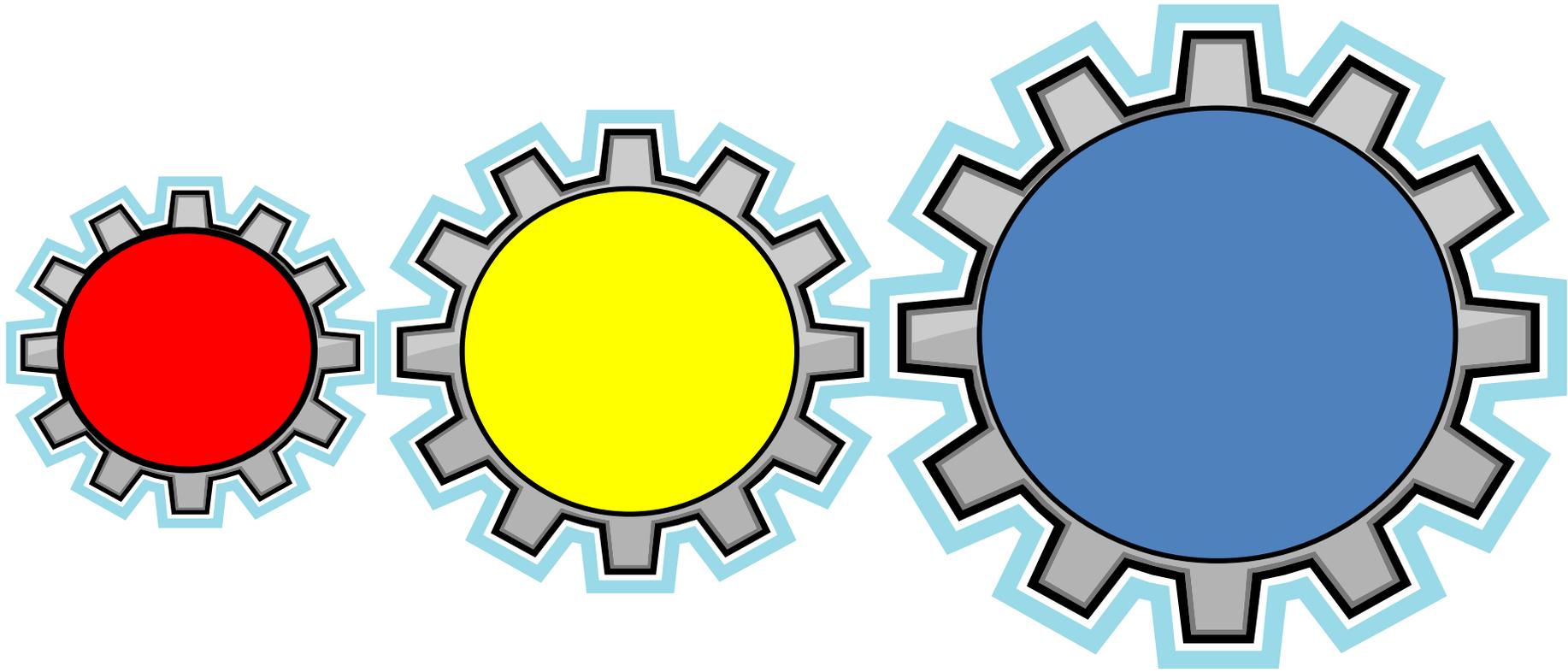
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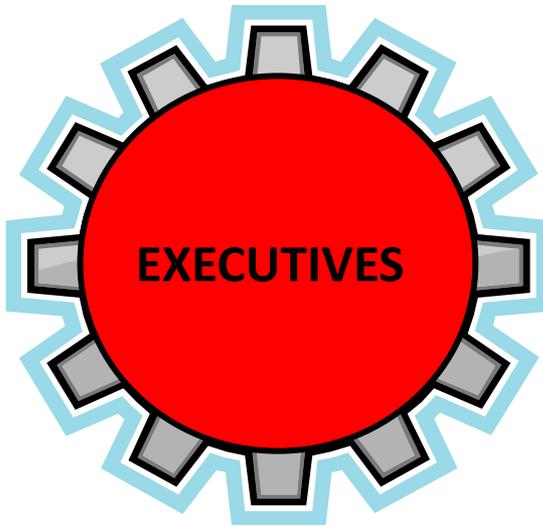
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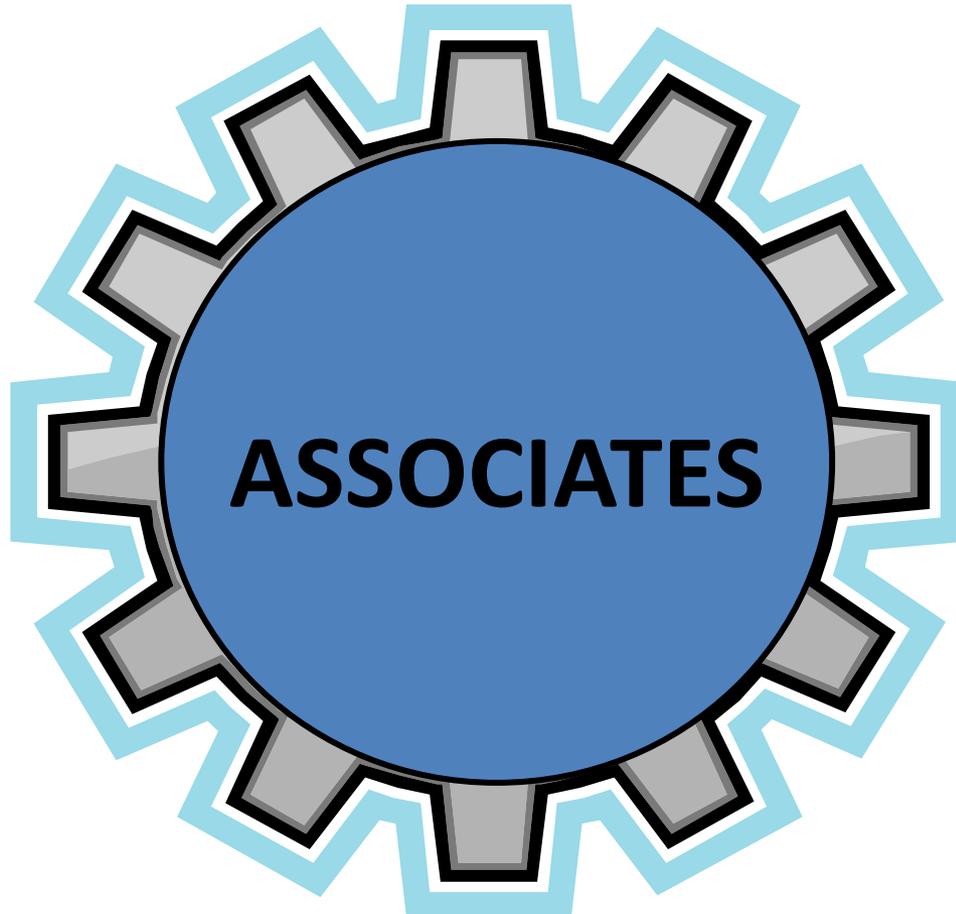
# EXECUTIVES



# STORE MANAGERS

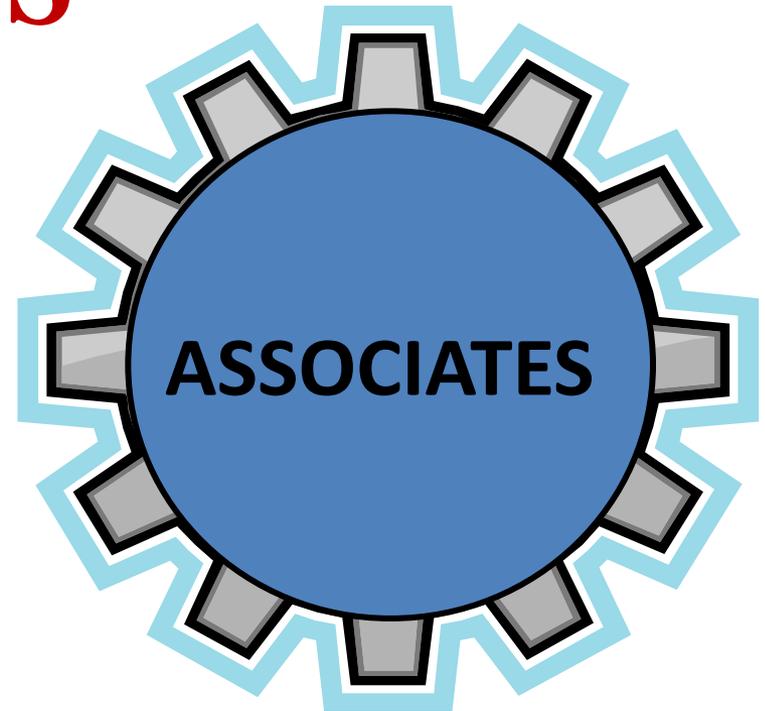


# ASSOCIATES



Executing to Perfection equals...

# RESULTS



# SAFETY IS...LEADERSHIP



***Execute with  
Leadership***