

## AMERICAN BRIDGE COMPANY

One look at the photos from American Bridge Co. and you'll understand why maintaining a corporate culture focused on safety is so important to them.

"With a strong desire to be the global leader in our industry, we strive to not only build the world's most iconic structures, but to be known for our exemplary safety program and culture. We believe in never settling for the minimum, always setting the highest standards and never being willing to accept failure," said Joe Corvello, CSM, corporate director of health, safety and environment for American Bridge Co.

In the application for America's Safest Companies, Corvello noted that while the "ultimate success of the safety program depends on the full cooperation of each individual in performing his/her job in a safe and efficient manner, it is management's responsibility to see that a safe work envi-

ronment is maintained at all times."

At American Bridge Co., a safe work environment means that:

- Safe physical conditions are provided and maintained to the extent feasible.
- Employees are provided with and trained on the proper use of personal protective equipment.
- Adequate safety rules and procedures are developed.
- Training is provided.
- Rules and procedures are enforced.

On-boarding for all new hires begins with the company's president and CEO delivering a greeting with a strong emphasis on American Bridge Co.'s philosophy that safety be placed above all else. This delivers a clear message of expectations from management in regards to personal safety and the safety of coworkers, said Corvello.

One of the innovative aspects to the company's safety process is a Safety Score Card, which evaluates leading indicators for each of its project locations. Leading indicators at the company include near miss reporting, daily safety observations, weekly workplace inspections, safety meetings, toolbox talks and compliance audits.



The company conducts quarterly safety surveys, which provide feedback on the positioning of safety culture and awareness within the company's key performance indicators. "This allows for any improvements to be implemented if required and tracks the company's overall safety culture," said Corvello.

The company issues monthly Safety Performance Reports, which are distributed across the company and demonstrate the overall safety performance for individual projects, business units and the company. Dashboard reports are provided to shareholders to demonstrate continued health and safety success.

"The primary role of American Bridge's Safety Program is to ensure workforce well-being and business continuity," emphasized Corvello.

### American Bridge Company

Corapolis, PA

Heavy Civil – Bridge/Marine/Steel/Concrete  
550 employees /15 Sites  
10 EHS professionals

## CLUB CAR LLC

Safety is a SLAM dunk for Club Car LLC's 1,000 employees.

"Our routine tasks have job hazard assessments completed to identify potential hazards and necessary controls," said Christine Jay, CSP, EHS leader at the company. "There is a greater opportunity for evaluation and oversight for non-routine work, projects and rework events."

She said these hazard assessments are completed using a SLAM (stop, look, assess and manage) tool. Time is spent in the planning phases for facility and production line remodels or changes, to ensure that EHS requirements and recommended actions are included in the project to minimize risk and prevent injuries.

"Leaders within Club Car agree that even one injury is one too many, and we collectively have an opportunity to eliminate the

cultural and technical causes of occupational injuries and ensure consistent, injury-free performance going forward," said Jay.

She said that since safety is a core value of the business and is integrated into the culture, "it's easy to make the case for safety investments." Typically, when the cost of a capital improvement needs justification, the leadership team looks at more than just risk or injury reduction and cost avoidance.

"We look for ways to make the job easier and quicker by improving ergonomics and workstation design; reduce the probability of creating a quality issue due to challenging tasks, tooling or fatigue; incorporate environmental improvements, increase employee engagement, gain productivity, etc. Safety is a win-win for Club Car and its employees," she added.

Leaders are held accountable when serious injuries occur and the reporting of serious injuries goes up through the CEO, who personally will get involved to ensure measures are taken to prevent future incidents.

"Safety is reviewed by executives during all their site visits and business reviews,"



said Jay. "Since safety requirements and expectations are integrated into our business operations, we don't necessarily have to make the case for safety if we follow our existing processes."

Club Car began its journey to safety excellence five years ago and since then, has been able to achieve a 100 percent reduction in LWIR, a 90 percent reduction in TRIR and almost 4 million hours without a lost-time incident. This is in addition to improvements in ergonomics, behavioral safety, employee engagement and sustainability for EHS.

"Club Car wants to improve the quality of life and overall well-being of all employees by reducing the physical demands and risks associated with the workplace," added Jay.

### Club Car LLC

Evans, GA

Transportation Equipment –  
Golf, Utility & Recreational Vehicles  
1,000 employees  
10 sites/4 EHS professionals

## ENPRO INDUSTRIES

**A**s a multiple-time America's Safest Companies award winner, EnPro Industries continues to make strides to improve its safety processes.

Company policies go beyond accepted industry standards and apply to all areas where work is being performed, a "no safe zone" strategy. Some policies include standards for acceptable types of clothing and accessories, personal hygiene and prohibited electronics devices as well as required PPE such as safety glasses, hearing protection and shoes.

In addition, one of the key elements to EnPro's safety process is its CARES acronym, which stands for:

**Control emotions** – Recognize your mental state and use sound judgment.

**Anticipate** – Think ahead to prevent unsafe conditions and behaviors.

**Responsible** – Look out for yourself

### EnPro Industries

Charlotte, NC

Manufacturing

3,435 employees

36 sites/14 EHS Professionals

and others.

**Engage** – Remain focused and fully aware.

**Safe pace** – Work at appropriate speed to avoid stress and strain.

"We believe that every employee in our organization has a right to a safe and healthful workplace," said Scott Luedke, director of EHS operations at the company. "It is our mission to provide that for our employees and to ensure success."

The company operates with a shared responsibility model which Luedke attributes directly to continued safety improvements year over year.

"Across the United States we have 14 EHS professionals on paper, but the reality is we really have 3,435 united EHS team members, each of whom are encouraged daily to promote the safety, health and well-being of their peers," he said.

Safety extends beyond EnPro's U.S. sites. Measures and procedures are implemented on a global scale with the company's locations in Slovakia, China, Singapore, Germany, The Netherlands, France, Australia, Britain, Brazil Mexico and Canada.



"Our belief is that safety has no language barrier, and we take time in all divisions and locations to make sure that this message is both communicated and understood," Luedke said. "Operating globally presents unique challenges in-and-of itself, but we also feel it provides a level of understanding that many businesses aren't able to leverage."

## HUNTER SITE SERVICES

**T**he 40 employees working at Hunter Site Services have no doubt that safety is important to the company.

"Safety excellence reduces risk and cost and is part of Hunter's safety culture. With our 5+ years injury-free, we have been able to attract and retain high-potential employees as well as enhance the company reputation," said JoAnn DelaO, EHS specialist.

DelaO said the company recognizes that in most industries, new employees often are the ones experiencing injuries. To combat that trend, Hunter Site Services instituted the Short Service Employee (SSE) Program, which applies to employees who have less than 90 days with the company and/or within his or her craft.

The purpose of the program is to ensure that these new employees have an initial orienta-

tion of safety requirements prior to performing work under direct supervision of a designated employee who serves as a mentor and trainer for that new employee. The new employees also wear a visual designation that identifies them as new employees, so that they easily can be identified on a job site.

"Our safety commitment begins at the highest level in the company," she said. "The owners of our company require that safety must be the foundation of the operations chain of command."

In addition to the SSE program, the company also offers:

- A behavior-based observation program, in which employees are selected at random to be the safety observer for a week, noting both good and bad safety habits.

- An Employee Times newsletter that is distributed monthly to all employees. It includes company news, a safety corner, reasons to work safely and a section for employee input and suggestions.

- Job Safety Analysis that includes input from all employees about hazard recognition, evaluation and control; correct tools for the job, proper PPE, housekeeping,



hazard communication, specialized operations and crew suggestions.

- A Stop Work program that allows employees to stop work, report issues to supervisors and wait until the issue is resolved to start work.

- Hazard Hunts, in which employees visit other work areas and "hunt for any hazard" that may cause injuries.

"Sometimes employees can get complacent in their work areas and may not recognize hazards," said DelaO. "This is a proactive effort to prevent any injuries in our company. Our goal is to eliminate all accidents, incidents or injuries by having team members looking out for one another."

### Hunter Site Services

Deer Park, Texas

Construction Project Management for the Installation of Pre-Fabricated Blast-Resistant Buildings

40 employees

2 job sites/2 EHS professionals

## LEPRINO FOODS COMPANY

**S**afety is important from the top down at Leprino Foods Company.

Leprino's Safety Vision and Mission program stresses employee engagement and personal accountability for its 4,200 workers. In its 65-year history, the company never has had an occupational fatality and has had above-average safety results, placing within the top quartile for the food industry for the past 20 years.

"These plants employ fathers, mothers, sons, daughters and extended families that form a unique working community," said John Forrester, corporate safety manager. "Safety is part of the fabric of what brings all these community elements together."

Over the past three years, the company has shifted its thinking from an emphasis on lagging indicators to employee engagement and safety process quality.

Leprino uses a variety of avenues to com-

municate safety tips. Top company leaders kick-off each year with a message to all employees about the importance of safety.

Whether it is during a leadership meeting, the quarterly company newsletter or the weekly safety e-newsletter, the company emphasizes key safety issues to its employees.

In addition, weekly training topics covering non-compliance-related subjects such as safety off-the-job, wellness, safe work techniques, behavior-based safety, safe driving and pedestrian safety in work environments is covered. All Leprino sites conduct ergonomics training and maintain ergonomic improvement projects, and all significant safety incidents and rule violations are reviewed at the executive level.

To top it off, Leprino has an annual companywide "World's Best Safety Award" which one of its nine plants can earn by meeting the following criteria:

1. Must meet injury target goals and be in the top quartile.
2. Must provide incentives for all tied to actions that improve safety.
3. Must have active ongoing processes to



reduce ergonomic and fall hazards.

4. Must have at least one best practice developed and shared with other locations.
  5. Must keep accurate and prompt records as well as incident investigations.
  6. Must not have any disabling serious injuries.
  7. Must have an ongoing, posted corrective action tracking process.
  8. Must achieve a 90 percent score on level 2 of the corporate safety audit for safety systems.
- "There is no doubt that safety will continue to be a top priority in order to reach our maximum potential," Forrester said. "Leprino Foods is committed to becoming the world's safety company."

### Leprino Foods Company

Denver, CO

Manufacturing – Cheese and Whey Products

4,200 Employees/10 Sites

14 Safety, 5 Environmental Professionals

## MIDDOUGH INC.

**R**esponsible behavior on an environmental and personal health level drives Middough Inc. to create and maintain a positive safety culture. The company strives to be a good steward of the environment and promote health and preventative healthcare and keep safety in mind as it plans, designs and manages each and every project it secures.

"The safety culture at Middough encompasses our entire company," said Thomas Sexton, EHS manager. "We provide our employees with the opportunity of ownership in our EHS programs. We continue to develop our programs in order to protect our employees and their families. We believe that safety is a lifetime opportunity and not only a work-time requirement."

Middough has been able to show continuous improvement through documentation

and communications. It maintains statistical data and publishes a monthly update reflecting progress on key performance indicators on a regional and company-wide level.

The company's "Safe by Choice" EHS program aims to educate workers about awareness, enhance communication and skill and trains staff to embrace positive environmental health and safety on all levels. This program utilizes marketing collateral, the company website, weekly EHS topics, manuals, presentations and health and wellness initiatives to effectively send messages to workers.

"Middough's EHS program has been created to outline the policies and procedures necessary to help proactively develop an EHS culture, reduce the potential for incident and injury and ultimately achieve a hazard-free work environment," said Ronald Ledin, president and CEO in a commitment to EHS excellence. "... Please keep in mind that no assignment is so urgent that we cannot take the time to plan it and execute it safely. Make a conscious decision and choose to work safely. It will help you, your family and loved ones, your fellow



employees, our clients and our company."

Middough University, a computer-based training program, assigns courses to workers each quarter. Topics range from safety to human resources and a variety of management courses.

On the job, a safety observation program encourages proactive recognition and reporting of unsafe actions or conditions to reduce the possibility of incidents or injuries. project expectations are shared and communicated on all levels. Visiting and prospective clients are educated about Middough's safety initiatives.

"Our journey doesn't end with these achievements; it continues," said Sexton.

### Middough Inc.

Cleveland, OH

Engineering, Architectural and Management Services

550 employees/8 Work Sites

9 EHS professionals



## RYAN INCORPORATED CENTRAL

Safety is 24/7 at Ryan Incorporated Central. In fact, employees know that they can go to the company's safety professionals and ask them about safety concerns surrounding off-work activities. The company encourages them to use the safety professionals as resources.

"Our company mantra is 'Safety 24/7.' We want our employees to think safety both on and off the job. Our safety staff helps [employees] evaluate the need and safest approach to accomplishing work at home. This approach promotes the consistent use of PPE when the hazards can't be eliminated," said Jeff Schultz, corporate safety officer for Ryan Incorporated Central.

The company tracks and verifies the efficacy of its safety efforts through various methods, including:

- On a weekly, monthly and annual basis,

**Ryan Incorporate Central**  
Janesville, Wisc.  
Mass Grading and Excavation  
500 employees  
Offices – Multiple Project Sites  
2 EHS professionals

the company summarizes and communicates safety-related activities corporate-wide. Safety incidents, best practices, performance information and lessons learned are shared with all employees.

- The company conducts regular project site safety audits and reviews.
- New employees are mentored and receive feedback after their initial orientation. They are paired with a senior superintendent, who serves as their mentor. They are interviewed throughout the construction season for any concerns, questions or ideas for improvement.
- Leading indicators – including job safety analysis and weekly toolbox safety meetings – are tracked.

Annual performance reviews include safety performance. Employees are evaluated on any incidents that occurred and on their completion of incident prevention activities, such as pre-construction meetings, JSAs and toolbox safety meetings.

The company also tracks traditional lagging indicators, such as injuries and illnesses, days away and losses related to safety failures.



"We are a privately held business," said Schultz. "When you work at Ryan Incorporated Central, you are part of that family. We want our employees to go home to their families the same or better than when they arrive at work each and every day. By investing in training and the appropriate tools, we do our best to ensure those employed at this company are prepared and equipped to identify and eliminate or control the hazards of our work environment."

The concern for safety 24/7 extends to contractors as well, he added. "We aren't afraid to make difficult decisions. If we have employees or subcontractors that don't or can't measure up and meet our needs, we are willing to make a change. If we can't do our work safely, then we don't do the work, even when it could be good for us financially."

## SAULSBURY INDUSTRIES

Since its founding in 1967 by C.R. "Dick" Saulsbury, Saulsbury Industries has treated employees like family. Employees are empowered to own work processes and are committed to working without injury or incident.

"Our mission as a company is to provide services that consistently meet or exceed customer and employee expectations through continuous improvement in safety, quality, growth and mutual profitability, while maintaining the highest level of honesty and integrity," said Eddie Gonzales, corporate EHS director at Saulsbury Industries. "We will be uncompromising in providing for the safety and health of our employees, customers, subcontractors and the public, while protecting the environ-

**Saulsbury Industries**  
Odessa, Texas.  
Oil and Gas – Upstream and Midstream,  
Refineries, Manufacturing,  
Power & Mining, Gas Processing  
2,633 employees/ 31 EHS professionals  
1 corporate office – 10 branch offices  
50+ sites

ment. Our fundamental belief in honesty, charity and service to others is our legacy to our employees and our community."

In addition to the Stop Work Authority program, the company offers the Huddle Up Process. This process is a setup that is performed in the field three times daily. The times selected for the Huddle Up meetings are based on company-wide trending data that identifies the three peak times related to incidents.

Employees ask questions of each other to determine how well the group is performing and the meetings, which last approximately five minutes, are facilitated by different employees each time.

The company also has a Pre-Task Analysis process, which allows employees to review all potential hazards prior to beginning the work day. The PTA process requires every crew member to be involved in pre-planning and understand all steps and assignments related to the work plan.

Saulsbury has created a supervisor training curriculum that heavily focuses on safety and includes occupational safety and health processes and policies, communica-



tion and organizational factors, safe work practices, incident investigation, medical case management and OSHA/DOT/EPA/state regulations, among other topics.

Supervisors and employees know that safety ranks high with company leaders, said Gonzales.

"Senior and executive management conduct unannounced field visits regularly. Their visits are recognized by our employees as leadership's commitment to safety excellence. Work crews will stop a senior manager when they enter a designated work area to review the Pre-Task Analysis with them as part of our information sharing and hazard recognition process," he noted.

## SOUTH DAKOTA WHEAT GROWERS

Companywide participation is key to health and safety at South Dakota Wheat Growers.

The company's mission statement embodies its commitment to a safe environment and workplace.

"To provide, with integrity, our customers with reliable markets, services and quality products through a safety-oriented, profitable and innovative organization," it reads.

Key elements to the company's occupational health and safety program include employee ownership and responsibility, leadership support and commitment, community support, communication and employee safety awareness.

"Employees that take ownership will better support the process and be more willing to follow policy and encourage others to do the same," said Tom Waletich, EHS manager.

**South Dakota Wheat Growers**  
Aberdeen, SD  
600 employees  
40 sites/5 EHS Professionals

South Dakota Wheat Growers follows a behavioral-based safety program. Currently, 44 employees complete and submit more than 4,000 safety observations on an annual basis. Once observations are noted, each is reviewed to determine what corrections or actions should be taken.

"Management understands that safety takes precedence over production," he said. "If a condition is unsafe, production is stopped until it is corrected."

Communication keeps safety in the minds of each employee at South Dakota Wheat Growers. For example, employees noticed an issue with railcars being used for grain transportation.

Once the location manager was notified, production stopped immediately, and each car was inspected from the top to ensure that fall protection measures were being followed and it was safe for workers to continue with production.

Before work even begins, South Dakota Wheat Growers requires that all employees complete safety training, both hands-on and follow up. The company's safety program is



used as a selling point for prospective employees who hear about the safety measures taken by South Dakota Wheat Growers because of its involvement and reputation in the local community.

"Making a positive impact on the community helps educate our employees and creates a positive presence in our communities," said Waletich. "When safety is supported/shown from leadership, no one questions where we stand with safety and just how important it is to our business."

## SOUTH TEXAS PROJECT NUCLEAR OPERATING

Four core principles are used to advocate the importance of nuclear, personal and environmental safety at South Texas Project Nuclear Operating Company: Take-a-Minute, Verification, Procedure Behaviors and Questioning Attitude. All of these components contain key elements of the company's safety program.

"Our goal of creating value for our owners, employees and communities by generating safe, reliable and affordable electricity for the long term cannot happen if safety is not our top priority," said Christopher Waldrum, safety specialist.

Employees are trained to assess the risk of an activity before proceeding, identify and resolve issues in a timely manner and assume responsibility for his/her own safety and others while fos-

**South Texas Project Nuclear Operating Company**  
Wadsworth, Texas  
1,100+ employees  
1 site/3 EHS Professionals

tering an environment while questioning is valued.

A corrective action program (CAP) is available to all employees as an effort to identify unsafe acts or conditions on the job, document them and mitigate or correct the action or condition. Once something is reported, the worker is notified about the steps taken to correct the issue.

Key performance indicators are identified with the CAP process, and trends in behaviors or conditions are noted and evaluated.

"Everyone will go home safely," Waldrum said. "We do this by exhibiting the following traits: safety, integrity, teamwork and excellence."

South Texas Project's safety action team meets monthly to discuss safety issue in the plant. All crafts/areas are represented in the team as well as a management representative. A free flow of information allows representatives to go back to their respective areas and keep communications open throughout the company.



Employees also are able to recognize one another or their supervisors if a safe work practice is exhibited.

Above all, time management and the commitment to safety comes from the top down. South Texas Project's president and CEO's saying shows management's dedication; "Do it safety the first time, whether it takes two minutes, two hours or two days."