

COVANTA

Powering Today. Protecting Tomorrow.

The Road to VPP STAR





Covanta Energy

World's leading Energy-from-Waste company

- Operate 45 modern EfW facilities in North America, China and Europe.
- Annual capacity to convert 20 million tons of waste into more than 9 million MWhrs—enough clean energy to power 1 million homes.
- Annually recycle over 430,000 tons of metal the equivalent amount of steel that would be used to build 5 Golden Gate Bridges.
- More than 3,500 professionals employed in North America.







Partnerships and Programs

Select Programs

- Fishing for Energy™
- Rx4Safety™
- Call2Recycle[™] Partnership



Select National Board Associations

- Go Green Initiative Association™
- National Recycling Coalition™
- Product Stewardship Institute™



call@recycle**





Partnership with OSHA



- · Prestigious cooperative program
- Started with first site in 1984
- Currently 2335 sites nation-wide
- 63 sites in the state of Indiana

















Management Leadership

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It's not just about the money!

This is where it all begins

- · Must have top site management personally involved
 - S&H policy communicated to employees
 - Clearly assigned S&H responsibilities

This is the Key to it all

A <u>written</u> safety and health management system appropriate for your site's size and your industry*



* often referred to as a safety and health manual with policy and procedures specific to your site



Our Written System







Employee Involvement

You can't just preach it, everyone has to practice it

- Employee's must be meaningfully involved
- Need to be a part of the activities and decisions that affect their S&H
 - Must be 3 unique ways



They're a part of the puzzle



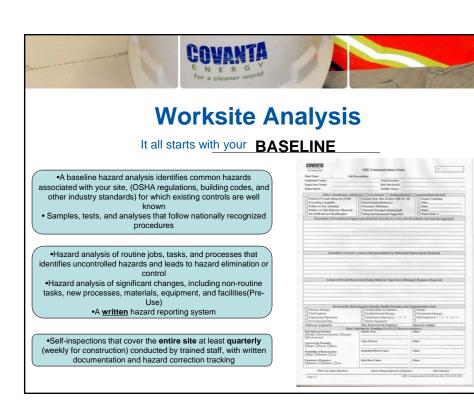


More Employee Involvement

TEAMWORK



- Fire Extinguisher Team
- Smoke & CO2 Detector Team
- Accident Investigation Team
- Pre-use Analysis Team
- Slogan Competitions
- · "Safety Cone" "Safety Light"
- Employee Driven Safety Meetings
- First Response Teams
- Etc.





- An effective system for eliminating or controlling hazards. This system emphasizes engineering solutions but it may also use administrative controls and personal protective equipment.
 - A system for tracking hazard correction.
- A written preventive maintenance system that reduces safetycritical equipment failures



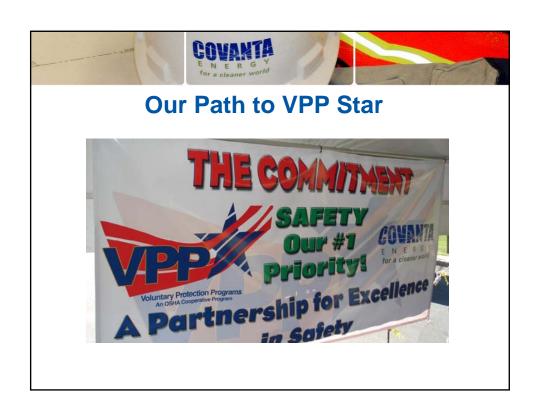


Hazard Recognition Training

controls in place, and the VPP

- Documentation of all training that employees receive
- Most training requires annual refresher training, when new programs are put into effect, training must be received







Established Our Commitment to VPP

- Gained Corporate and local management support for the VPP Program
 - Established solid communication throughout our company
 - Enhanced safety programs (i.e. Near Miss, Step Up) and health goals
- Promoted safety as our core value
 - Establish Double Zero Tolerance as the norm
- · Commit to continuous improvement





Work Site Analysis

We had to evaluate ourselves in order to establish the most effective course to take. Some examples:



- Hazard Recognition
- Walking surface surveys
- Guarding surveys
- Self Evaluations (Snapshots)
- Electrical Inspections
- Safety equipment inspections



Work Site Analysis

Many areas throughout our facility required routine inspections to identify hazards and unfavorable conditions



- Difficult to access
- Fall protection required
- Less than ideal conditions
- Respirator required



Worksite Analysis - Results

Improving working conditions demonstrated our commitment to our Employees



- Redesigned screw layouts
- Improved location
- Improved access
- Increased employee safety



Our Culture



- The VPP process promoted a cultural change
- The elements of VPP were embraced by our employees
- Improved employee involvement
 - VPP Committee
 - Rope Rescue
 - Safety Cup Challenges
- Employees more conscious about workplace hazards
- Employees are not afraid to speak up



The Benefits of Membership

EMPLOYEES

The Average VPP Site has a DART case rate 52% below industry average.

OSHA

OSHA gains partners spreading the embrace of Safety and Health. Also augments limited government resources through SGE's and other practices.

EMPLOYERS

Decreased Injury/Illness decrease workers' comp premiums and other costs. Industries gain leaders that change business practices on a whole.

