

PATH TO ZERO

DRIVING CARLISLE TO AN
INCIDENT-FREE WORKPLACE

Welcome and Introduction	2	Additional Safety Program	20
Carlisle Leadership Commitment	4	Ergonomics	21
Carlisle Operating System and Safety	5	Bloodborne Pathogens	22
Near-Miss + Incident Accident Reporting	7	Mobile Equipment	22
The Carlisle Safety Absolutes	9	Walking and Working Surfaces	23
Safety Behaviors	10	Personal Protective Equipment	24
Four Critical States of Mind	11	Cranes and Hoists	25
Carlisle Life-Critical Safety Programs	13	Ladders	26
Electrical Safety	14	Hazard Communications	28
Machine Guarding	15	Emergency Procedures	29
Lock-Tag-Try	16	Management of Change	30
Fall Protection	17	Other Policies	31
Confined Space	18	References	32
Hot Work	19	Quiz	33
		Agreement	35

At Carlisle, we look out for our own safety by following all safety procedures. We also look out for the safety of our co-workers, regardless of the location or function in which we work. While some topics in this handbook center on operations, most apply to any work environment and many can help us outside of work. This handbook will help us, and those around us, stay safe.

WELCOME AND INTRODUCTION



For over a century at Carlisle, our commitment has been to provide a safe working environment for our employees. In fact, we take actions, including investing the resources required to ensure a strong safety record, to back up our commitment.

One of the most important thoughts that crosses my mind every day concerns the safety of our nearly 15,000 employees across the globe. Early in my career while in my first role as a factory manager, I learned how important it is to create workspaces where employees can be confident that they will leave every day in the same condition as when they arrived. This is why I receive a report on every safety incident that occurs at Carlisle across the world every day, 365 days a year. If necessary, I will review the counter measures with a supervisor personally. I do this, in part, so that you understand just how committed Carlisle is to safety from the factory floor to senior leadership.

But safety is not simply a commitment from management – it is part of our culture. Safety should be the first thing on your mind and remain so through the time you leave for the day. At Carlisle we expect all employees to be engaged in safety. Let me say that a different way – a safe workplace is your responsibility as well. It is this engagement that has enabled us to achieve a strong level of safety performance, including sustaining year-over-year reductions in incident rates since 2016 and delivering better-than-industry-average performance for all our businesses.

During the COVID-19 crisis, Carlisle’s employees have rallied around each other, our customers and our communities to overwhelmingly remain safe and ensure the health of our colleagues. It is this attention to personal and collective safety on which we strive to build further.

As in every continuous improvement culture, we know there is always room for growth. That is why our strategic plan, Vision 2025, leverages the Carlisle Operating System (‘COS’) for safety, operating efficiencies, and financial results. It is also why we are launching our ‘Path to Zero’ initiative, which is Carlisle’s commitment to creating the safest possible work environment as we drive to a zero incident rate.

This Handbook and your safety orientation will give you an overview of our safety programs and processes in daily use at Carlisle Companies, and of our expectations for you. It is your reference to keep. Please read this information carefully.

Note that certain tasks require authorization training. Orientation and review of this handbook does not sufficiently train nor authorize anyone to perform duties that require more in-depth training. You are expected to live and work by these guidelines and standards, and do your best to create a safe work environment as Carlisle employees have been doing for over a century.

You will learn additional safety requirements specific to your worksite and function. For details on any of the programs referenced in this guide or on safety around a specific task, please ask your manager and consult your business and local site safety policies.

If today or at any point in the future you have a question about the content of this Handbook or other safety item, it is your responsibility to ask. Safety always comes first. Never proceed with any work if you have a question relating to the safe conduct of that activity.

I challenge all of you to do your part to ensure our excellent safety record continues. We all have an active part to play. If you see something unsafe, stop and bring it to the attention of your supervisor. We must continue to support each other as you have already demonstrated you are capable of during a challenging 2020.

Thank you for being part of the Carlisle team. We are excited you are here and look forward to improving our already strong safety record as we move through our second century of operations.

– Chris



D. Christian Koch
Chairman, President and Chief Executive Officer
Carlisle Companies Incorporated

LEADERSHIP

CARLISLE LEADERSHIP COMMITMENT

Carlisle Companies Incorporated is serious about Path to Zero. Our Environmental, Health, and Safety (‘EHS’) Management System is modeled on international and Occupational Safety and Health Administration (‘OSHA’) standards and reflects our commitment and expectations.

Regardless of your position or the environment in which you work, safety is always first. Everyone has a role to play and that starts with leadership.

In support of this, Carlisle maintains a Leadership Commitment Policy to Environmental Health and Safety which states:

- Safety is everyone's responsibility. We look out for ourselves and each other, including contractors, suppliers, customers, and other visitors to our sites.
- We incorporate safety into all aspects of business operations, including but not limited to experimental design, facility construction, and equipment specifications.
- We engage with and encourage everyone to submit ideas for improvement or solve a problem, including ideas to proactively improve safety.
- We investigate all incidents, work to proactively reduce safety risk, and share lessons learned.
- We work to minimize air and water pollution and the generation of waste.
- Globally, we follow all laws and our written Carlisle EHS Management System policies, procedures, and training, even where local laws may be less strict.
- We measure and review our EHS performance and strive for continuous improvement.

The Leadership Commitment Policy to Environmental Health and Safety is to be posted in every Carlisle location and is otherwise available for review by any employee and relevant interested parties, including suppliers and customers.

COS AND SAFETY

CARLISLE OPERATING SYSTEM AND SAFETY

The Carlisle Operating System (‘COS’) is our business strategy to attain sustained exceptional results around safety, quality, delivery, and other business targets. COS strategy includes the engagement and development of people and is how we create greater value for our customers and shareholders. COS guides how we work, solve problems, and improve.

As a result, safety is embedded within the culture COS provides. That culture gives reference to the way we work, behave, and make decisions every day. Our culture of safety is centered on safe practices. It is leadership and employee driven, with a positive orientation that includes recognition.

Site Leaders are expected to perform a weekly safety ‘go and see’ (also known as ‘gemba’; the place where work is done and applies to production and office environments). Time is specifically set aside for the purpose of observing safety behaviors, conditions, and practices throughout the facility. Site Leaders engage directly with people performing work within these areas to understand and ideate how to improve safety performance. Site Leaders are also expected to ensure completion of the Monthly EHS Conditions Self-Assessment for their facility. For the weekly gemba and monthly conditions assessment, observations and improvement opportunities are tracked to resolution.

While we problem-solve on near-miss and actual incidents, we focus on leading indicators to drive proactive improvement. As part of their Standard Work, leaders perform visual sweeps to ensure the intended condition is maintained and abnormalities are corrected. Safety performance and actions plans are monitored through Visual Management.

Through COS, Carlisle expects everyone to take ownership of their work areas and processes. COS promotes the notion of ‘better every day’ around the way we work and how we perform with safety, quality, delivery, and cost. COS means improvement is part of every job, every day.

At Carlisle, we are all responsible for safety. Behaving, working, and acting safely is NOT the responsibility of a safety ‘department’. Safety belongs to everyone. We look out for ourselves and each other, and we see this as key to having and maintaining a safe and healthy work environment. Do not be afraid to speak up about safety with co-workers or any supervisor/manager. You are expected to stop and ask if you are unsure about what to do.



Every Carlisle location has a safety leader or primary point of contact. The site leadership team acts as the safety committee and meets regularly to review safety events, safety performance, consider and monitor safety improvement ideas, conduct safety inspections, coordinate with their business operations and safety leaders, and monitor changes in processes or procedures that could have safety implications.

EXAMPLES OF UNSAFE CONDITIONS



COS includes '5S' (sort, set, shine, standardize, and sustain), which connects directly to safety. Members of every work team implement 5S for their own area. You'll learn more about 5S soon, but here are some quick facts:

- 5S defines the standard or 'intended condition' for the work area; that is, what the area should look like and how it is expected to function. Having a designated 'keep clear' standard around this fire extinguisher would help ensure proper access but also helps us see there is a problem if that area is blocked. The photo on the top left has no such standard.
- Having only the items needed to conduct the work of the day keeps the work area organized and ensures aisles remain clear and access to fire extinguishers and exits is unrestricted.
- 5S establishes the cleaning routine that is necessary, based on the type of work, to maintain safe working conditions.
- 5S sets standards that include occasional self-checks by the team and others to ensure the cleaning routine and other aspects of 5S are being followed. If those standards are not being followed, we want to problem solve on 'why'. Perhaps the work team is experiencing an issue for which they need additional assistance. Standards don't exist for these areas in the photos on the middle and bottom right, either.

There are many other intersections of COS and safety. You will learn about those as your site or function matures through the Carlisle Operating System.



The attentive forklift operator overcame the unsafe behaviors of a colleague (not paying attention to immediate surroundings, not making direct eye contact with the operator before proceeding, and not wearing proper eye protection) and prevented a potentially serious incident.

Everyone is required to report any observed unsafe condition and near-miss, injury, and property damage events to Carlisle (and your primary employer, if applicable) so they can be investigated.

Reporting these situations is important because a problem cannot be solved unless it is known to exist. Investigations focus on understanding what happened so proper corrective and preventive actions can be taken to avoid the same or similar situation in the future. Safety incident investigations are not about placing blame on a person.

The goal of Path to Zero is zero accidents and zero injuries. This happens by understanding the different categories of events and proper reporting to help affect improvement and preventive actions.

Near-miss: No person was injured, nor any property damaged, but either or both could have easily happened. **A near-miss should be reported to your manager within the shift.** Example: A person was looking at their mobile phone while walking across the car park and nearly tripped over a curb.

First Aid: An injury outcome that is safely and effectively treated with basic first-aid. Example: A band-aid was needed to stop bleeding from a paper cut received from a cardboard box. **A first aid event should be reported to your manager at the first opportunity and prior to the end of the current shift.**

Recordable: Any work-related illness or injury resulting in treatment beyond first aid, whether that is immediately or after the fact. This includes situations in which hospitalization, a prescription, physical therapy or other similar treatment is required. Example: A cardboard paper cut became infected two days later and required a prescription to properly heal. Another example: A cut secured with a bandage that is later determined to require stitches to properly close. **A recordable injury or a prior event that becomes a recordable event is to be reported to your manager immediately. Site leadership has 24 hours to advise the Divisional President, Carlisle VP for COS, VP of HR, and CEO via a standard Accident/Incident Form.**

Severe Injury or Fatality ('SIF'): A fatality OR a life-threatening injury or illness that, if not immediately addressed, is likely to lead to the death of the affected individual and will usually require intervention of internal and/or external emergency response personnel to provide life-sustaining support, OR result in a life-altering injury/permanent disability. Example: An injury that results in permanent or long-term impairment or loss of an internal organ, body function, or body part. **An SIF event is to be reported to your manager immediately. Site leadership will immediately advise the Divisional President, Carlisle VP for COS, VP of HR, and CEO.**

SIF Near-Miss: A near-miss that could have resulted in a SIF is to be investigated as if the injury and/or property damage did happen and **must be reported to your leadership through the same process with the same timing as any recordable.** Example: A contractor stood on the top step of a ladder to reach into a suspended ceiling area, lost their balance, and dropped a heavy object. This example is a double SIF near-miss: standing on the top step of the ladder and nearly falling plus dropping a heavy item.

The target is zero SIF and recordable events and the prevention of first aid injuries. Safety should be first in our thoughts as we arrive for work and throughout the day. Reporting these events is important because the data enable understanding and improvement actions to prevent recurrence. Not reporting safety events does not support the Path to Zero program.

CARLISLE SAFETY ABSOLUTES:

DO NOT:

- Violate any Lock-Tag-Try (aka 'Lock Out / Tag Out') procedure.
- Bypass, alter, or dismantle any safety device or machine guard.
- Violate mobile vehicle equipment procedures.
- Violate crane and hoist procedures.
- Participate in any horseplay in the workplace or elsewhere on company property.

FOLLOW ALL:

- Confined Space procedures.
- Electrical safety and arc flash procedures.
- Fall protection procedures.
- Personal Protective Equipment requirements.

ALWAYS:

- Report any injury immediately, regardless of severity.

Following these 10 absolutes will help ensure your safety and that of your co-workers. PPE includes the use of seatbelts when traveling on behalf of Carlisle. As a reminder, always avoid distracted driving by not texting and minimizing calls. While driving, use of the mobile phone for calls and navigation must be hands-free. These absolutes apply to everyone and violation of any could result in termination of your employment with Carlisle.

SAFETY BEHAVIORS

SAFETY BEHAVIORS

EXAMPLES OF UNSAFE WORK BEHAVIOR



Standing on the top step of a ladder.



Bypassing machine guard.



Failure to clean up work area.

Many people think unsafe conditions are the largest contributor to bad safety outcomes. Of course, we want to be vigilant and prevent unsafe conditions, but data indicates at least 85% of workplace injuries result from unsafe behaviors. Both conditions and behaviors are important and determine risk.

It may seem surprising that behavior has such a significant impact on safety outcomes but there is no doubt good safety behaviors make a substantial difference. Sometimes, good safety behaviors can even overcome an unsafe condition. For example, we can stop when we see water on the floor (condition) and ask someone to warn others while we get a paper towel to dry the floor (behavior).

Behaviors include the choices we make. Standing on the top step of a ladder, texting while driving, bypassing a machine guard, or not wearing required Personal Protective Equipment all represent choices and so, bad behavior. Understanding this can help reduce your risk everywhere.

STATES OF MIND

FOUR CRITICAL STATES OF MIND



Being aware of our own personal state of mind as we prepare for work each day is a big step to ensuring our own safety and, potentially, that of our co-workers. These four 'critical states of mind' can relate directly to behavior. Self-awareness around these four states enables us to be proactive and better protect ourselves:

Rushing: Rushing can lead to not having eyes on task or taking shortcuts.

Frustration: Frustration means distraction. Not having mind on task might mean forgetting PPE or an important process step that can lead to risk, or not seeing an unsafe condition.

Fatigue: Like frustration, the mind may not be fully on task. This can lead to a lack of awareness that, for example, could lead to a person moving into the line of fire (or path of operation) of a machine or hand-held cutting tool.

Complacency: Complacency with the work and/or applicable work instructions and standards might mean not checking to ensure we have proper traction, balance, or grip to perform the work safely. Thinking "I've done this before, and nothing happened" is a sure sign of risk.

LIFE-CRITICAL SAFETY

CARLISLE LIFE-CRITICAL SAFETY PROGRAMS

THESE CRITICAL STATES OF MIND RELATE DIRECTLY TO SAFETY BEHAVIOR. HERE’S WHAT TO DO:

Being self-aware around these four states of mind means we can take action through self-correction to prevent an error or painful outcome. Likewise, we can look for these states in others and step in to help. We can improve our habits by developing work area standards for the intended condition of a given area and the way certain tasks are done (part of 5S).

FURTHER:

- Test footing or grip before committing your weight/balance when getting out of car, lifting, etc.
- Look carefully before placing your hands for work or rest to avoid pinch points, other risks.
- Move your eyes first before you move your body and/or mobile equipment.
- Get your eyes back on the road quickly if you’ve been distracted.
- Look for ‘line of fire’ potential before moving (blind corners, machinery/tooling travel, etc.).
- Look for things that could cause you to lose your balance, traction, or grip.
- Check before standing or raising your hands/arms (avoid hitting your head, hands, etc.).
- Use three-point contact when ascending or descending (ladders, mobile equipment, etc.).

These are all examples of Path to Zero precautions that can benefit ourselves, family, and friends outside of work.



CARLISLE HAS SAFETY PROGRAMS TERMED ‘LIFE CRITICAL’:

Electrical Safety

Machine Guarding

Lock-Tag-Try
(‘LTT’; also known as Lock-Out,
Tag-Out or ‘LOTO’)

Fall Protection

Confined Space

Hot Work

These programs require authorization training. That is, no one is permitted to perform these tasks without having taken the specific authorization training. Most involve successfully passing a subject-matter exam, and some call for recurring training. A few require a permit and/or specialized permission to perform the work beyond the authorization training.

The documentation set for each program features a formal procedure identifying these and other requirements, associated trainings, and tools for assessment and analysis.

An ‘awareness level’ description of each life-critical topic follows. While this information is in no way a substitute for any of the required authorization training, it can be helpful and applicable in work environments outside of the factory and even at home.

CARLISLE LIFE-CRITICAL SAFETY PROGRAMS

ELECTRICAL SAFETY

The Carlisle procedure for Electrical Safety covers safety around equipment and junction boxes where there might be risk to an untrained person. It establishes minimum requirements that must be met by all employees, site contractors, and field service workers who may be exposed to potential electrical hazards.

It is important to know improper use of electrical cords can cause shocks, burns, or start a fire. Electrical cords must be in good condition and have intact grounding prongs. Any cord that is damaged must be replaced and should not be repaired. Extension cords cannot be substituted for permanent wiring; extension cords or power strips should not be daisy-chained or piggy-backed. These cords are more vulnerable to damage than fixed wiring.

The photos on the top and middle right show a daisy-chained extension cord and surge protector found in a business office environment, and a worn/abraded electrical cord. These are not acceptable conditions. Extension cords and surge protectors should always have three prongs, with the third being a connection to electrical ground.

EXAMPLES OF IMPROPER USE OF ELECTRICAL EQUIPMENT



Daisy-chained surge protector and extension cord



Worn/abraded cord



Using an extension cord instead of permanent wiring



Arc Flash warning label

Arc Flash is a hazard we can easily protect ourselves from. Areas of risk are noted by warning labels that indicate ‘Stay Clear’ zones and remind all that only qualified workers trained in arc flash hazard should work on electrical equipment. We protect ourselves by being compliant with these labels and clear zones. An accidental slip of a tool or a loose part tumbling across live electrical parts can initiate an arcing fault in equipment or at an electrical panel. The result can be extremely high temperatures, a tremendous pressure blast and shrapnel moving outward

in excess of 700 miles per hour. The pressure wave comes from the super-heating of air and resulting metal vapors, and can be accompanied by high-decibel sound, molten metal, copper vapor, and intense light. If a person is in proximity of an arcing fault, the flash can cause serious injury or death.

Remember: ONLY employees qualified through approved authorization training are permitted to work on or perform repairs to equipment which has live and energized parts.

MACHINE GUARDING



CARLISLE SAFETY ABSOLUTE: DO NOT attempt to defeat, bypass, remove, or otherwise tamper with a machine guard.

Machine guards are physical barriers used to prevent contact with moving parts or materials.

We know from our Carlisle Machine Guarding Training material that machine accidents are the top source of industrial accidents. Further, we know machine-related violations make up 40% of the top 10 violations cited by US Government Safety Inspectors over the past 10 years.

Important: Prior to performing maintenance work on any piece of equipment, every source of energy must be secured by an authorized trained employee (part of Lock-Tag-Try procedure) to prevent the unexpected energizing, startup, or release of energy.



The purpose of machine guarding is to protect the machine operator and other employees in the work area from hazards created by:

- Inward running nip points.
- Rotating or moving parts.
- Flying chips and sparks.

CARLISLE LIFE-CRITICAL SAFETY PROGRAMS

LOCK-TAG-TRY
(‘LTT’; ALSO KNOWN AS LOCK OUT / TAG OUT, OR ‘LOTO’)

Formal Lock-Tag-Try training is required for anyone who places ANY body part in ANY machine point of operation or path of movement that contains ANY energy sources that could cause injury. Hazardous energy includes electrical, hydraulic, pneumatic, stored, radiation, thermal energy, and gravity.



CARLISLE SAFETY ABSOLUTE

- Only people who are properly trained in LTT, also known as Authorized Persons, should perform LTT on equipment.
- If you are not trained to LTT and you see a lock and tag on a piece of equipment, leave the equipment alone and do not touch the lock or tag, or attempt to operate the equipment.
- Only the person who put the lock and tag on the equipment is authorized to remove them. NEVER remove another person’s lock for them.

FALL PROTECTION (INCLUDES ELEVATED WORK AND ROOF ACCESS)

The Carlisle Fall Protection safety program includes working from elevated platforms and roof access of buildings on Carlisle property, and applies to all Carlisle employees and visitors, including contractors.

Every Carlisle employee performing work with these conditions must be trained via the program. If you need to perform similar work at a customer or visitor location, you must be trained on the Carlisle program but also follow the rules for Fall Protection and Roof Access held by that company and location.

Access to roofs should be controlled (example: lock and key). Prior to accessing a roof, any employee and/or contractor must notify and state the need to the EHS Leader, security, or site leadership. The name(s) of the employee(s), contractor(s), job task, time of access, and expected duration on the roof need to be noted. Once roof access is granted, the work is done, and everyone is off the roof, employees are to notify the correct point of contact that the work is complete and the access point is resecured.

AERIAL LIFTS:

Slips, trips, and falls are a significant source of injuries and can happen when working on an elevated platform or from an aerial lift. There is risk even on flat walking surfaces and more when we are using ladders and step-ladders. Ladders and step-ladders are covered in a separate section of this Handbook.

While operating any aerial lift, employees are required to wear a harness and/or lanyard and ensure it is secured to the anchor point provided by the equipment manufacturer.

Consider again the importance of behavior as it relates to any of these safety programs and situations we can encounter around work and at home.

Pay attention and honor protection barriers around the area where work is being done.

Standard protection against falls consists of an approved guard railing system on the roof or work platform that meets OSHA requirements.

- Roofs should have a guard rail or a marked line 6 feet from the edge of the roof indicating distance to the edge.
- Employees working from an unprotected elevation more than 4 feet above the ground floor and within 6 feet from an unprotected edge are required to wear an approved safety harness and be secured to an object engineered and designed to hold a substantial weight (5000lbs.).

CARLISLE LIFE-CRITICAL SAFETY PROGRAMS

CONFINED SPACE

All confined spaces on Carlisle property will be labeled with a designated sign. Depending on the hazards of the space, a permit may be required to enter. The Carlisle Confined Space safety procedure requires proven process and safeguards are used to ensure the safety of everyone involved in work of this nature.

No one, including employees and contractors, can enter a confined space unless authorized to do so. If required, obtain proper permitting before performing any hot work. Without the proper authorizations of training and permitting, entering such a space is a direct violation of the **CARLISLE SAFETY ABSOLUTES**.

According to OSHA, a space is considered ‘confined’ if it meets these three criteria:

- The space must be “large enough and so configured that an employee can bodily enter and perform assigned work” AND*
- The space must “have limited or restricted means for entry or exit” AND*
- The space must not be “designed for continuous employee occupancy”.*



HOT WORK

Hot Work is where welding, cutting, torching, brazing, lancing, or any other form of flame- or spark-producing work will be performed. Some Carlisle locations have designated Hot Work areas, which are specified to be clear of flammable and combustible materials, so Hot Work can be performed regularly in safety. Permits are not required to perform Hot Work in these areas.

Any Hot Work outside of a designated Hot Work area must have a Hot Work permit. This permit indicates all the necessary precautions to take prior to starting the task to ensure everyone’s safety. The permit has two parts: Part 1 is kept with the signing Carlisle supervisor, and Part 2 is posted where the work will be done. The permit will include the following information:

- Location of work being performed.
- Hazards removed from the area.
- Type of work being performed.
- Approval signature of Carlisle supervisor.
- Duration of Hot Work.
- The designated Fire Watch, who monitors the work during the job for stray sparks, ignition, or other fire hazards, is ready to provide initial fire response, and will monitor for a set time period after the work is complete to ensure no smoldering, etc.

HOT WORK PERMIT

STOP!
Avoid hot work when possible! Consider using an alternative cold work method.

The Hot Work Permit is required for any temporary operation involving open flames or producing heat and/or sparks conducted outside a Hot Work Designated Area. This includes, but is not limited to: brazing, cutting, grinding, soldering, torch-applied roofing and welding.

Instructions for Permit Authorizer

- Specify the precautions to take.
- Fill out and keep **Part 1** during the hot work process.
- Issue **Part 2** to the person doing the job.
- Keep **Part 2** on file for future reference, including signed confirmation that the post work fire watch and monitoring have been completed.
- Sign off the final check on **Part 2**.

Part 1

Required Precautions

☐ The fire pump is in operation and switched to automatic.

☐ Control valves to water supply for sprinkler system are open.

☐ Extinguishers are in service/operable.

☐ Hot work equipment is in good working condition.

Requirements within 35 ft. (10 m) of hot work

☐ Shield combustible construction using listed (e.g., FM Approved) welding pads, blankets and curtains.

☐ Remove or shield nonremovable combustibles using listed (e.g., FM Approved) welding pads, blankets and curtains.

☐ Isolate potential sources of flammable gas, ignitable liquid or combustible dust/fine (e.g., shut down equipment).

☐ Remove ignitable liquid, combustible dust/fine and combustible residues.

☐ Shut down ventilation and conveying systems.

☐ Remove combustibles and consider a second fire watch on opposite side of floor, wall, ceiling or roof when openings exist or thermally conductive materials pass through.

☐ Is work on a combustible building assembly (e.g., Torch-Applied Roofing)? If yes, provide **ADDITIONAL REQUIRED PRECAUTIONS** below.

Hot work on/in closed equipment, ductwork or piping

☐ Isolate equipment from service.

☐ Remove ignitable liquid and purge flammable gas/vapor.

☐ Prior to work, and/or during work, monitor for flammable gas/vapor. (EL reading(s))

☐ Remove combustible dust/fine or other combustible materials.

☐ Is work on/in equipment with nonremovable combustible linings or parts? If yes, provide **ADDITIONAL REQUIRED PRECAUTIONS** below.

Fire watch/fire monitoring the hot work area

Times listed are sufficient for residency. Use Table at back of permit for guidance for combustible concealed cavities, roof work or favorable factors.

☐ Perform a continuous fire watch during hot work.

☐ Perform a continuous fire watch post-work for

☐ 1 hour or Other ____ hours.

☐ Perform fire monitoring for

☐ 24 hours or Other ____ hours.

ADDITIONAL REQUIRED PRECAUTIONS:

Hot Work By

☐ Employee

☐ Contractor

DATE _____ **JOB NUMBER** _____

LOCATION OF WORK (BUILDING/FLOOR/OBJECT) _____

WORK TO BE PERFORMED _____

NAME OF PERSON PERFORMING HOT WORK _____

NAME OF PERSON PERFORMING FIRE WATCH _____

I verify the above location has been examined, the Required Precautions have been taken, and permission is authorized for this work.

PERMIT AUTHORIZER (PRINT AND SIGN) _____

THIS PERMIT EXPIRES ON (LIMIT AUTHORIZATION TO ONE SHIFT):

DATE _____ **TIME** _____ **AM/PM** _____

[Note: Emergency notification on back of form.]

Additional FM Global Resources:

Property Loss Prevention Data Sheet 10-3, Hot Work Management

Hot Work Permit App via fmglobal.com/apps

Hot Work Permit form (F2630) via fmglobalcatalog.com

Online training at training.fmglobal.com

FM Approved equipment via fmapprovals.com

FM Global

F2630 © 2018 FM Global. 01/2018. All rights reserved.

ADDITIONAL SAFETY

ADDITIONAL SAFETY PROGRAMS

There are more than 20 additional Carlisle safety programs, and more may be added as specific needs are identified.

Although these additional programs are not termed ‘life critical’, each is equally important in maintaining safety.

These other programs cover topics such as Hand Safety, Fire Prevention, Risk Assessment, and Combustible Dust. A selection of 10 of these other programs, based on more universal applicability at work and helpfulness away from work, are covered in this Handbook:

Ergonomics

Bloodborne Pathogens

Mobile Equipment

Walking and Working Surfaces

Personal Protective Equipment

Cranes and Hoists

Ladders

Hazard Communications

Emergency Procedures

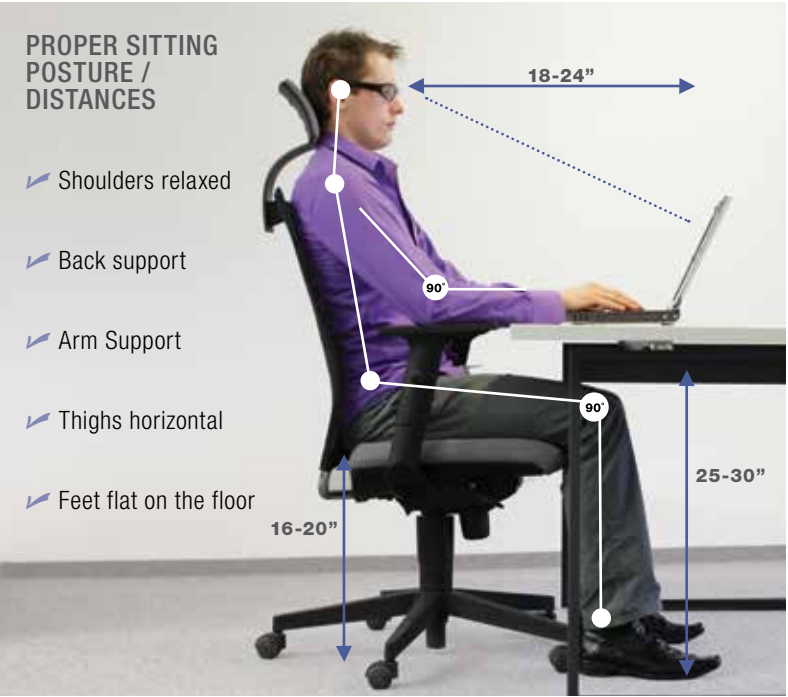
Management of Change

As with the life-critical programs, each has a procedure and some have additional documents for supplemental awareness training, analysis tools, observation forms, etc. The documents for all the Carlisle safety programs are available through the COS SharePoint and through your manager and site safety leadership. Your business or site will determine which programs might require your attention based on where you work and the type of work you do.

ERGONOMICS

Ergonomics is the science of fitting the work to the person to reduce stress on the body to minimize and eliminate risk for injury. Ergonomic hazards include improperly designed tools or work areas, including office areas. Improper reaching or lifting, poor visual conditions, repetitive motions in an awkward position and incorrect computer/chair set up can all result in an accident or injury. Whether you are working construction, manufacturing or in an office, correct ergonomics will help you reduce short and long term injury risk. Lifting requirements are noted in job descriptions. For any lift, even for one under the maximum for your role, if you need help, ask.

OFFICE AREA DESK SET UP: Desk setup can have a big impact on your health at work. If it is not set up correctly, it can lead to carpal tunnel, neck and back pain, etc. If you need help setting up your work desk, please reach out to your HSE Department for assistance.



BACK SAFETY

It is important to lift and carry items correctly. Here are the 6 steps to a safe lift:

1. *Firmly grip on the load with your feet shoulder-width apart.*
2. *Bend your knees, NOT your back.*
3. *Tighten the muscles in your abdomen.*
4. *Lift the load with your LEGS.*
5. *Keep the load close to your center of gravity (between chest and hips).*
6. *Keep your back upright and avoid any twisting or turning.*

ADDITIONAL SAFETY PROGRAMS

BLOODBORNE PATHOGENS

Bloodborne pathogens (BBP) are microorganisms present in human blood and other bodily fluids. These pathogens can cause serious and sometimes fatal diseases in humans. Unless you are properly trained and protected, **DO NOT ATTEMPT** to render care or clean up potentially infectious materials. If you discover blood or other bodily fluids, notify your supervisor immediately. Only a Carlisle employee trained in BBP should voluntarily clean up the BBP material.



MOBILE EQUIPMENT (INCLUDING FORKLIFTS)

There are many types of forklifts and other mobile equipment. Operators must have received training specific to the type of equipment they are expected to use.

As a pedestrian, be aware of forklift traffic and stay in designated walkways, which have better lighting and barrier protection. Staying in these areas will help the operator, who has multiple concurrent safety factors to consider.

Never assume a forklift driver sees you. Always ensure you and the driver understand each other's intentions through direct eye contact. If you do not have that understanding, stay clear unless the driver directs you to do otherwise.

Also look for the blue proximity warning lights, listen for horns (example: horns sounded at blind intersections), and audible back-up warning signals.



WALKING AND WORKING SURFACES

Slips, trips, and falls are a common injury category. Walking surfaces can be slippery by nature or from special conditions (example: water on the floor in a break room). Weather can be a factor in the car park and outdoor walkways.

Stay vigilant for uneven surfaces and surface changes. Staying within designated walkways is important inside (safety from mobile equipment and other risks) and outside (paths kept clear of trip and slip hazards, treated for certain weather conditions, etc.).

Avoid shortcuts such as stepping over curbing. Doing so is an example of a bad safety behavior. Stay in bounds and stay safe.

Situational awareness helps us away from work, too. A favorite pair of shoes may offer good grip on most surface types but perhaps not on all surfaces or when a given surface is wet.

Car parks and outdoor walkways can feature uneven surfaces, curbing, and parking blocks that can all be trip hazards. Worse, there may be exposure to moving vehicles. Keep your head up, be aware of your surroundings, and stay within designated walkways to help ensure your safety. It is always best to avoid using cell phones in these areas and never while driving.

ADDITIONAL SAFETY PROGRAMS



PERSONAL PROTECTIVE EQUIPMENT

Personal Protective Equipment (PPE) is the last line of defense we have from injury. Engineering controls, like guards, reduce or eliminate hazards. Engineering controls like guards don't always eliminate all risk. To counter, we add PPE requirements. PPE can include basic eye protection, (safety glasses, goggles, a face shield, or some combination) hearing protection, foot protection (safety shoes, and/or slip-proof shoes), respirators, hand protection (cut-proof gloves, heat protection, etc.), and others.

PPE requirements are determined through analysis of a specific task or work area, or through review of risk information about risk from key sources including Occupational Health and Safety Administration (OSHA), EU-OSHA, and country-specific health and safety governance. For example, noise analysis looks at the total noise level and the duration people have exposure to it in order to determine if hearing protection is required.

Prior to working in a new area, you must be trained to local PPE requirements. If you don't know or are ever uncertain, immediately ask before entering an area or performing a task. If PPE signage could be better, suggest it be improved. In all cases, be aware of the PPE requirements to perform your work. Choosing to not wear required PPE is an unsafe behavior AND violates a **SAFETY ABSOLUTE**.



Protective clothing



Eye protection



Foot protection



Hearing protection



Hand/arm protection



Respirators

CRANES AND HOISTS

Only authorized and trained Carlisle employees can operate a crane or hoist. All lifting equipment must be inspected before use. A monthly inspection is also required to be documented for each crane or hoist. If there is damage or an issue with the crane or hoist, it must be taken out of service until it is repaired.

Don't walk under a suspended load. If you are visiting a manufacturing area using overhead cranes or hoists, remain vigilant and avoid the path of travel when a crane or hoist is in motion.



CARLISLE LIFTING 'NEVERs'

- **Never** allow more than one person to control a lift or give signals to a crane or hoist operator except to warn of a hazardous situation.
- **Never** raise the load more than necessary.
- **Never** leave the load suspended in the air.
- **Never** work under a suspended load or allow anyone else to.
- **Never** assume a coworker has completed the inspection. Always verify.
- **Check** lifting straps for wear. If a strap is frayed or the red line indication is clear, cut the strap and discard it to prevent it being used elsewhere.

ADDITIONAL SAFETY PROGRAMS

LADDERS

Prior to each use, the user shall visually inspect the ladder for structural soundness and verification of inspection. All ladders must have wood or fiberglass rails and be mechanically sound (that is, no missing or defective steps, braces, hinges, stringers, ladder feet, or fasteners).

When ascending and descending a ladder, face the approved side of the ladder, use at least one hand to grasp the ladder, and do not carry tools or materials in your hands. Never work off a ladder where the midpoint of the body (i.e. belly button) must be extended beyond the side rails.

Never work from the top step or cap of a step ladder.



STRAIGHT OR EXTENSION LADDERS

- Follow the 4-to-1 rule when using an extension or straight ladder: Position the base of the ladder one (1) foot from the supporting structure for every four (4) foot in height.
- If a ladder is used to reach a higher platform, the top of the ladder must extend three (3) feet past the platform.
- Do not work from the top three (3) rungs of any straight or extension ladder.

STEP LADDERS

- Step ladders must be set with all our (4) feet level.
- Step ladders must be fully opened when in use.
- Ladders used in traffic areas must be secured or barricaded to prevent displacement.



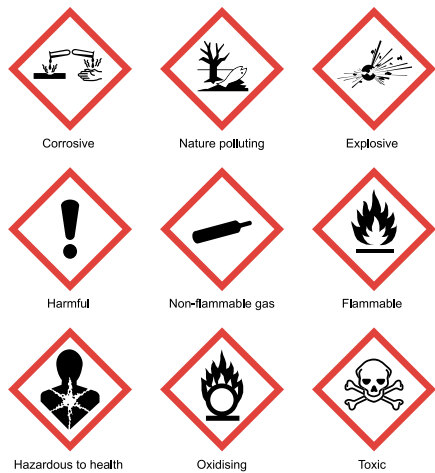
ADDITIONAL SAFETY PROGRAMS

HAZARD COMMUNICATION

Carlisle uses a variety of materials and chemicals to produce our products. Some materials could have the potential to cause harm if used improperly and/or the correct PPE is not worn.

It is important to understand the chemicals you may be using and any hazards associated with them. Ensure you are aware of this through the applicable Safety Data Sheets ('SDS'). Each site has an inventory of all chemicals and must have the Safety Data Sheet from the manufacturer of each chemical. Be aware of SDS location(s) so you know where to go to get this information.

All chemicals MUST be labeled so the Safety Data Sheet can be reviewed. Required labeling must be present on the original containers. Each label will also include a pictogram identifying any hazards associated with a given chemical. If you see something without a label, please notify your supervisor.



EMERGENCY PROCEDURES

In the event of any emergency, it is important to know what to do and where to go. Each Carlisle site has a specific procedure in place informing employees what to do in emergency situations. For some emergencies, building evacuation may NOT be necessary. You will be notified to shelter-in-place by Leadership. In the event of an emergency evacuation, please follow the below steps:

- Do not panic. Immediately evacuate the building in a safe and orderly fashion. Always hold on to the handrails when using stairways.
- Assemble at your designated evacuation assembly point.
- If you are not at your assigned work area during an evacuation, proceed to the nearest assembly point and, if possible, proceed to your designated assembly point.
- No employee shall leave the campus during an emergency unless cleared by management.



ADDITIONAL SAFETY PROGRAMS

MANAGEMENT OF CHANGE

Management of Change ('MoC') is a proactive approach to identify, mitigate, and avoid risk to safety and quality associated with change in any work area and work process. The MoC procedure describes the process to ensure safety for employees and quality for our customers, responsibilities to that process, and how to use it.

Management of Change is sometimes confused with Change Management. Both are components of the Carlisle Operating System and, at times, may even be somewhat synonymous. However, they can also be distinct, and it is important to understand those differences because that is where the power and usefulness of MoC will be seen.

MoC centers on a level of detail often overlooked by Change Management. MoC is very useful in minimizing safety and quality risks and other unintended outcomes around any given change, including those that seem to be minor or inconsequential changes.

MoC can refer to a process or routine at the local level to assess and manage or control risks. For example, as part of the daily routine, the work team can ask 'What about our work or process is changing today?' New person? New tool? New work instruction? Borrowing a person from another area? Different supplier? Daily temperature and humidity changes? Any process changes since the last time we made what is in the plan for today?

Based on the answers, the team would quickly assess what the implications are, who needs to know, and what can be done to eliminate the (safety, quality, or other) risk?

MoC also comes into play and involves others with larger changes or changes with potential for broader implications. Buying a new piece of equipment is an example. The MoC process expands with checklists to ensure we perform ergonomic and risk assessments for the maintenance and operation of the equipment. This can include a pre-startup safety review checklist and sign-off by operations and safety leadership.

Not using MoC can result in:

- *Implementing a change for an improvement but missing possible risks or opportunities for further improvement around safety and quality;*
- *Missing risks that can result from less obvious changes, such as organizational changes or single-person change, changes in materials, and legal and regulatory requirements.*

OTHER POLICIES

Your work location will provide you with local policies on additional topics like facility access, parking, smoking, and more.

Tobacco use of any kind is not permitted inside a Carlisle operated building. Many locations do not permit smoking anywhere on the property. This includes vaping and all other electronic tobacco delivery systems. Where smoking is permitted, specific areas will be designated and smoking materials must be extinguished only in approved containers.

Check the requirements that apply to your location.



Carlisle Environmental, Health and Safety Management System Manual

Carlisle Operating System Guidebooks:

- COS Implementation Guidebook
- COS Site Steering Committee Guidebook

Carlisle Operating System Learning Modules:

- Module 01: Leadership Behaviors (safety-dedicated gemba; safety behaviors case study)
- Module 06: Leadership Standard Work (inclusion of safety + compliance checks in daily routine)
- Module 08: Problem Solving for Leaders (the effect of behavior on safety and quality)
- Module 10: 5S + Safety (workplace organization, standards for the intended condition)
- Module 11: Visual Management (standards and controls for safety)
- Module 13: Standard Work (determine the best routine to perform work for safety and quality)
- Module 16 and 16A: Kaizen + Continuous Improvement
- Module 18: Standard Start (safety and compliance checks in every-shift routine)
- Module 19: Process Design for Flow (ergonomics)
- Module 23: TPM (safety review and checklist for safety improvements)

Carlisle Sustainability Policy

Future: Carlisle Behavior Based Safety Management

A score of 100% is required (that is, all questions must be answered correctly). If not, a 1:1 conversation between the instructor and the employee must take place to cover what was missed, what the correct responses are, and why. This is required prior to any sign-off on the Agreement page.

1. Which of the following is NOT a Carlisle Safety Absolute?

- a. Always report any injury immediately, regardless of severity.
- b. Follow all Personal Protective Equipment ('PPE') procedures.
- c. Always clean up Blood Borne Pathogens when you see them.
- d. No horseplay in the workplace or elsewhere on company property.

2. Which of the following is NOT one of the four Critical States of Mind we must all be aware of?

- a. Complacency
- b. Frustration
- c. Fatigue
- d. Temper

3. If you receive a minor injury that does not require medical attention, it does not need to be reported.

- a. True
- b. False

4. How does 5S help keep employees safe?

- a. It keeps walkways clear.
- b. Cords are kept out of walk areas reducing trip hazards.
- c. It establishes area standards for the intended condition that include safety.
- d. All the above.

5. Which has a greater impact on your safety every day?

- a. Behaviors
- b. Conditions

6. Personal Protective Equipment (PPE) is always the first line of defense.
- a. True
 - b. False
7. How many points of contact must you have while ascending/descending a ladder?
- a. 3
 - b. 2
 - c. 4
8. What is our business strategy called that helps us continually improve our safety culture and drives engagement at all levels of the business?
- a. 5S
 - b. OSHA Recordkeeping
 - c. Carlisle Operating System
 - d. 4 Critical States of Mind
9. As a Carlisle employee, I am empowered to identify and make suggestions to fix an unsafe condition, improve existing conditions, and provide coaching to help safe behaviors.
- a. True
 - b. False
10. Which of the following incident types MUST be reported to your manager?
- a. Recordable injury
 - b. Near-miss event
 - c. Minor first aid injury
 - d. All the above

As a reminder, orientation and review of this handbook does not sufficiently train nor authorize anyone to perform duties that require more in-depth training (such as lockout/tag out, confined space entry, work on electrical equipment, operating mobile equipment, etc.). If these are tasks you perform, you will be provided additional authorization training and you are not to begin performing such work until that training is complete.

By my signature, I acknowledge that I have read, understand, and agree to the policies and basic procedures of the Carlisle Safety Handbook that I received. I also acknowledge that any additional training required will be received at the Carlisle site.

Employee Signature Date

As the Safety Handbook Instructor / Facilitator, I state the employee passed the Quiz with ≥80% AND received 1:1 coaching that covered what was missed, what the correct answers are, and why. I am satisfied the employee understands the content at the acceptable level.

Safety Handbook Instructor / Facilitator Signature Date

The Employee and Safety Handbook Instructor / Facilitator must sign prior to the Supervisor:

Supervisor Signature Date

An electronic or hard copy of this signed page is to be retained by the site.

VISION *CARLISLE* 2025
THE NEXT 100 YEARS

CARLISLE COMPANIES INCORPORATED

16430 North Scottsdale Road, Suite 400 · Scottsdale, AZ 85254 · 480.781.5000

www.carlisle.com