



*THE MOST IMPORTANT THING
TO COME OFF SITE IS YOU*



SAFETY RESET
Information kit





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Contents

Foreword: A letter from the Honourable Dr Anthony Lynham, Minister for Natural Resources, Mines and Energy.	3
Resource: Safety reset agenda and run sheet	4
Notes for facilitator	5
Run sheet	6
Resource 1: Speech notes for senior leaders	8
Resource 2: Speech notes for supervisors/SSHR/OCE/DEPUTY/union rep	10
Fact sheet: Miners Memorial Day 2019	12
Fact sheet: Everyone has a role in safety	13
Fact sheet: Our fallen colleagues - the real people behind the statistics	14
Fact sheet: Government initiatives	15
Resource 3: Sticker	16
Resource 4: Video Link	17



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TO COME OFF SITE IS YOU**

FOREWORD: A LETTER FROM THE HONOURABLE DR ANTHONY LYNHAM, MINISTER FOR NATURAL RESOURCES, MINES AND ENERGY.

The tragic deaths of six workers in the last 12 months has been a devastating wake-up call for the mining and quarrying industry.

The statewide safety reset is the first action of the tripartite response from companies, unions and government and an important first step for all of us to demonstrate that enough is enough.

To ensure a consistent and strong message of safety reaches each and every miner and worker, a comprehensive suite of materials has been developed in consultation with peak bodies, unions and industry representatives.

Executives from your company will all be attending a safety reset session.

In addition to the meeting I held with all mine and quarry leaders on 10 July 2019, the Queensland Government has a range of initiatives in place or underway to improve the safety standards of the industry:

- two independent reviews to identify changes needed to improve health and safety in the state's mines and quarries.
- additional three new regional mining inspectors.
- an additional chief inspector.

The safety reset is a crucial first step in refocusing the industry's attention to what should be everyone's number one priority—the health and safety of workers and everyone's right to return home after work. However, there is a long way to go.

Your peak body and union/s will be collating feedback on how the safety reset is being rolled out across the State. I intend to share this information as part of my address at the safety forum which will be convened at the Queensland Mining Industry Health and Safety Conference on 18 August 2019.

I have also made available an online survey for all Queensland workers to share with me their experiences with the reset session on their site, as well as other broader safety concerns and feedback. I encourage all workers to provide their anonymous feedback to me via www.qld.gov.au/safety-reset.

Thank you for your commitment to this safety reset and for focusing your attention and resources on ensuring there is never another death on a mine or quarry site.

It is time to reset.

A handwritten signature in black ink, appearing to be 'A. Lynham', is written over a light grey horizontal line.

**Hon. Dr Anthony Lynham MP
Minister for Natural Resources, Mines and Energy**



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RESOURCE: SAFETY RESET AGENDA AND RUN SHEET

Safety Reset Agenda

Agenda item	Delivery	Supporting material
Why are we here?	Session lead	Video
Read names of miners who have lost their lives	Session lead/senior exec	List provided
One minute silence	Session lead/senior exec	
Reflection on Miner’s Memorial Day	Session lead/senior exec	Fact sheet
Site specific safety history and performance	Session lead/senior exec	
Safety culture speech	Senior executive	Speaking points Government initiatives fact sheet
Reflection on site specific fatal hazards, discussion on site specific safety processes	Site supervisor/SSHR	Speaking points
Site specific safety story	Employee with personal safety story –choose well ahead of time and brief on content.	Employee’s own words
Mines inspector, ISHR or another visitor reflection	As applicable, if in attendance	Mines inspector, ISHR or another visitor’s own words
Union/SSHR/ISHR reflections	As applicable, if in attendance	Union/SSHR’s/ISHR’s own words
Feedback on immediate improvements or concerns raised as part of this session	Facilitated by session lead	
Personal/team safety commitments	Facilitated by session lead	Group discussion
Close	Session lead	



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NOTES FOR FACILITATOR

Note: you will need to identify a session leader to facilitate at the start of the shift

- This presentation has been designed to help facilitate discussions with frontline crews, as well as office-based staff, about safety culture and performance.
- Reset sessions are to be held with every crew and functional team at every operation and office, regardless of whether they are company employees, labour hire employees or service contractors.
- Session should be held at the start of the shift.
- For mines, it is suggested that session facilitators hold a position of Superintendent or above and have prior experience in delivering coaching discussions with crews and teams.
- Senior site leaders should consider nominating facilitators to co-present sessions to crews where it is identified that more support is required to ensure appropriate delivery.

Guide for facilitators

- Please read through the safety reset presentation slides and facilitator speaking notes prior to hosting sessions with your crews/teams.
- Use the speaking notes to guide the conversations that you will be encouraging during the presentation.
- To make these opportunities relevant and meaningful, please tailor the content for your crews/teams when prompted, and seek to provide local examples where required.

Location

- Reset sessions should be held in a meeting room/ area equipped to display presentation slides and video.
- Where appropriate, it is recommended that facilitators take crews to their most frequent, or a suitable work area for site-specific hazard/control discussions.

Support Services

These discussions may be difficult for some people. Ensure that you remind participants of the support services available to them and their immediate family members.



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RUN SHEET

1. Why are we here?

2. Read names of mine and quarry workers who have lost their lives (in the past 12 months)

Key points:

Six of our community have died in the past 12 months. Full investigations into the nature and cause of these fatalities are being conducted by Queensland Mines Inspectors. But these are the facts:

- On 7 July 2019 Jack Gerdes, 27 years old, became entangled in stairs while working on machinery at Baralaba coal.
- On 26 June 2019 David Routledge, a 55 year old excavator operator at Middlemount coal mine, was fatally injured while he was operating an excavator.
- On 20 February 2019 Bradley Hardwick, a 48 year old grader operator, was fatally injured at Moranbah North coal mine when a grader exiting an underground coal mine rolled down the drift and collided with a man transporter.
- On 31 December 2018 Allan Houston, a 49 year old dozer operator, was fatally injured at Suraji coal mine. The bulldozer he was driving went over the bench's crest and rolled downwards approximately 20 metres, coming to rest on its roof in an area of mud and water approximately two metres deep.
- On 15 November 2018 Connor-Shaye Milne, a 21 year old quarry worker, was fatally injured at Fairfield Quarry when he became entangled in the rotating tail drum on a conveyor belt.
- On 29 July 2018 Adam Malone, a 25 year old plant operator, was fatally injured at Jacks Quarry when he lost control of the articulated dump truck he was operating while descending from the bench to a lower level. The vehicle rolled over and Adam was fatally injured.

Sites may wish to also read the names of local employees who have died in workplace accidents.

3. One minute silence in memory of recent miners who were killed at work

Key points:

- Every mine and quarry worker in Queensland will be marking one minute silence for these six men.
- I would like to call on you all to stand for our moment to remember them, to think of their families at this time, and to reflect that this could have been your name being called out in this list.

4. Reflections on Miners Memorial Day 19 September

Key points:

- Every year, 19 September is Miners Memorial Day.
- Miners Memorial Day is the day our community pauses to remember, and pay tribute to, the 1500-plus miners who have lost their lives in mine accidents since mining began in Queensland in the mid-1800s.
- We encourage everyone at the start of their shift to hold a minute's silence on 19 September.
- But it's just as much an opportunity to focus on the future, as well as the past. This year we won't be waiting until 19 September to focus on safety. We are doing it today. I do not want to see your name, or any of our mates' names, on the list read at this year's service in Moura. I don't want to see your families crying in the audience or laying a wreath in your memory.



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5. Site specific safety history and performance

Key points:

- These are the facts at our site <insert site specific statistics>.
- In the past 12 months this site has had <insert site specific statistics> HPIs/LTIFR.
- Reporting of HPIs (near misses) is a reflection of good safety culture, but we need to reflect and learn from them.

6. Senior leader speech on safety culture

**RESOURCE: Executive talking points on safety culture are provided to form the basis of your speech.*

Key points:

- Strong safety culture starts at the top.
- There will be no blame or fear of reprisal if you report an incident.
- Fatalities are preventable.

7. Site specific fatal hazards, discussion on site specific safety processes

**RESOURCE: Please use the site supervisor/HSR talking points as the basis of your talk.*

**RESOURCE: Please reference the supplied fact sheet, which lists roles and responsibilities of workers, leaders, supervisors.*

Key points:

- We are taking this opportunity to review, and remind ourselves of fatal hazards and critical controls that exist on this work site.
- Workers, supervisors, leaders have different roles and responsibilities when it comes to safety.

8. Opportunity to hear personal safety stories/experiences from workers

*Please identify a person/people well in advance of the presentation who would be willing to share their experience from this or another site, in this forum. It is important that they highlight the impacts the incident had on them, their family and friends etc.

Key points:

- Safety incidents can happen to anyone. They are preventable.
- The impact can be devastating, life changing.
- We learn from other people's experiences and there should be no fear of reporting incidents.

9. Reflections from a mines inspector or other visiting person (if in attendance)

10. Reflections from union rep or SSHR (if in attendance)

11. Feedback on immediate improvements or concerns raised as part of this session

12. Personal/team safety commitments

13. Close



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RESOURCE 1: SPEECH NOTES FOR SENIOR LEADERS

These talking points have been developed as a guide.

SPEAKER:

Senior leader, owner/CEO.

OBJECTIVE:

As a leader you are drawing a line in the sand and highlighting that safety culture starts from the top. You are discussing your safety culture.

KEY POINTS:

- Nothing is important enough to lose a life.
- Every incident is preventable.
- My responsibility to you–no blame or fear of reprisal.
- Your personal responsibility.
- Where to from here: today we reset.

Nothing is important enough to lose a life

- The six names we've heard today are all sons, partners, fathers, brothers, friends, workmates, who went to work and had the every right to expect they would return to their families and friends in the same condition they left.
- We must honour their memories by taking a moment to reflect on our own approach to safety and ensure we never lose another mate at work.
- You will hear today that as leaders, we are united in reinforcing health and safety as our most important value.
- But this has to be a collaboration and we want everyone's input.
- We all can contribute to a safe working environment and feel empowered to create solutions to problems.

But first we all have to believe and make a commitment to Zero Harm

- We are here to reset our thinking on safety.
- Zero Harm–every incident is preventable.
- What does a positive safety culture look like?
- Firstly, it is based on the unshakeable personal value that every safety incident is preventable.
- It is the leader who talks to their people, encourages open and honest dialogue, hears the issues and works with their people to create solutions.
- It is the employee who proactively identifies problems and has ideas to solve them, feels empowered to remind their colleagues to stay safe and who knows no issue is off limits when it comes to speaking with their leader.
- There is no blame in a positive safety culture.
- There is no retribution in a positive safety culture.
- And in a positive safety culture, everyone believes every incident is preventable.
- Does this sound like our culture?
- If it doesn't, then we need to have a full and frank conversation about the barriers to realising this culture.
- Because in a positive safety culture, everyone benefits.
- Productivity can still be high, and performance can still be outstanding.
- We can't view world class safety culture as an impost or a barrier to the way we do our jobs.



THE MOST IMPORTANT THING TO COME OFF SITE IS YOU

My responsibility to you—there will be no blame and I want no fear of reprisal

- As a leader, I stand before you to say that I believe in Zero Harm.
- Nothing is more important than the safety of our people.
- Safety is more important than productivity.
- Safety is more important than profits.
- Everyone here is empowered to raise an issue.
- No-one here will ever be asked to cut corners.
- No-one here will experience blame or retribution for raising an issue.
- To my leaders, I ask you if you share this view.
- If you do—we have work to do.
- If you don't—you need to consider if this is the place for you.
- We can't be a workplace that disagrees on this issue.
- We must be united in our view that everyone deserves to return home from work in the same condition they left.
- Personal responsibility—you must speak up when you see something unsafe happening.
- As employees, we all have a responsibility to create a positive safety culture.
- Everyone here must speak up when they see something unsafe happening.
- Everyone here must raise issues with their leaders when they see them, without fear.
- There is an old adage 'the standard you walk past is the standard you accept'. This is at its most pertinent in a safety culture.
- If you see something, talk to your colleague and your leader.
- You have my support.

Government initiatives

- A range of measures are underway or planned to improve safety across the mining and quarrying sectors. These include:
 - three additional new regional mining inspectors.
 - an additional chief inspector.
 - two independent reviews to identify changes needed to improve health and safety in the state's mines and quarries. These include:
 - the Brady Review, broadened to include the six employee deaths from the past 12 months, and the UQ review, reviewing the state's mining health and safety legislation.

Where to from here: today we reset

- We are here today to take a minute and reflect on what is important to us—our families, our friends, our hobbies, our work.
- We need to ask ourselves what value we place on our own safety and the safety of our colleagues.
- We need to remind ourselves of the important life moments our six colleagues have missed out on and the irreparable hole they have left in the hearts of the people they love.
- Today, we reset.



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TO COME OFF SITE IS YOU**

RESOURCE 2: SPEECH NOTES FOR SUPERVISORS/SSHR/OCE/DEPUTY/UNION REP

These talking points have been developed as a guide.

SPEAKER:

For site supervisors/SSHR/OCE/DEPUTY/UNION REP

OBJECTIVE:

As a leader you are drawing a line in the sand and highlighting that safety culture starts from the top. This speech follows on from the senior management speech, but provides a forum for more practical application of safety reset principles to your specific site and team.

If an SSHR is speaking they should also give an overview of the powers and functions they have and explain the role they play at the site, especially around investigating complaints.

KEY POINTS:

- These recent deaths all occurred due to hazards and critical controls that we face here every day.
- None of these recent deaths have occurred through any new hazards or unusual events and we want to do everything on this site to ensure this doesn't happen again.

LEARNING ACTIVITIES AND OUTCOMES:

At the end of this staff will have:

- reflected on things/people that are important to them.
- been given an opportunity to list specific fatal hazards and critical controls for this site.
- been provided an opportunity to contribute to a discussion on what has been done, and what needs to be to be done.
- identified/heard current safety processes.
- been asked if they are satisfied with them/provided opportunity to identify concerns or issues.



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Talking points

As an organisation, we have been asked to stop and reset our thinking on safety.

- We've all felt personally affected by the workplace death of someone in our industry.
- It's a risk of the work we do but it must never be the reality.
- Today, in our reset, I'd like us to pause and think on a few levels.
- You have my full commitment that if you raise an issue or concern, you will be heard.
- There will be no blame or punishment in this team for people who identify or raise problems.
- In fact, it's my expectation that you do.
- We are here today to talk about safety risks that are specific to our site.
- But before we do that, I think we should all reflect on the things that are important to us, beyond work.
- Our families, kids, mums and dads, elderly loved ones, our mates, our pets, our hobbies and interests, our sporting teams—all the things that bring us joy.
- Then we need to ask ourselves how an injury would stop us enjoying these things and worst of all, what we would miss out on if we were gone.
- Every one of these six deaths could have been prevented.

Activity: Encourage audience to share and reflect on the things that are important to them. This may be through personal reflection or in open forum.

- These recent deaths all occurred due to hazards and critical controls that we face here every day.
- None of these recent deaths—not a single one—have occurred through any new hazards or unusual events.

So, with this in mind, let's list the fatal hazards and critical controls we have here on site:

Activity: Call for contributions from the floor, ask SSHR or other person on site to present, or to list on screen.

I'd like us to now discuss if we have done everything possible to eliminate these risks right here on our site:

Activity: Call for discussion on what has been done and what still needs to be done.

I also want us to go through our safety processes here and make sure we all understand our obligations as employees.

This is also an opportunity for you to raise any issues you believe there are in the effectiveness of these processes.

Activity: Refresh current processes and ask if employees are satisfied with them. Record any matters that need a response at a later time.

Conclusion

- As your leader/as your supervisor/SSHR/OCE/Deputy/Union Rep I am firmly on board with the view that no-one should be hurt—or worse—at work.
- You have my full commitment that if you raise an issue or concern, you will be heard and I will advocate for that issue to be raised.
- There will be no blame or punishment in this team for people who identify or raise problems.
- In fact, it's my expectation that you do.
- We also need to make the commitment to each other that when we see one of our colleagues doing something unsafely we will tell them, with respect, and with our concerns for their safety at heart.
- There is nothing more important than going home in the same condition as we left.



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FACT SHEET: MINERS MEMORIAL DAY 2019

Every year a memorial service is held to mark the anniversary of the state's worst mining disaster at Mount Mulligan, where 75 miners lost their lives, on 19 September 1921.

The Miners Memorial Day Service is a time to formally pause and honour the memory of all those who have lost their life working at Queensland mines.

In the last 12 months, Queensland has lost six workers—making this the worst year for mining deaths since 1997. The Service is a reminder of the most important aspect of mining—the safety and health of the men and women who work in Queensland mines.

In 2019 the service will be held in Moura, where 36-six men lost their lives in three separate mine explosions:

- 1975 Kianga No. 1 mine—13 men died in an explosion.
- 1986 Moura No. 4 mine—12 men killed, the youngest 18 years old. The mine was sealed at the surface and the bodies never recovered.
- 1995 Moura No 2 mine—11 men killed.

BE A PART OF THIS YEAR'S MINERS MEMORIAL DAY

Here are some ideas:

- Register online to attend the Moura service.
- Post messages of support on the Mining Queensland Facebook page.
- Incorporate Miners Memorial Day into pre-start or tool box talks.
- Visit www.dnrme.qld.gov.au for Miners Memorial Day Service information.
- For more information email DNRME_Communications@dnrme.qld.gov.au.



EVERYONE HAS A ROLE IN SAFETY



SITE SENIOR EXECUTIVE (SSE)

YOUR ROLE

- Actively prevent poor practices.
- To raise issues around poor practices.
- To ensure confidence the workplace is safe.
- To enforce everyone's obligations under the Act, where necessary and appropriate.

YOUR RESPONSIBILITIES

- To ensure appropriate controls are in place.
- To ensure my workforce is safe.
- To ensure I understand my legal responsibilities.
- To act to rectify any hazards reported to me.
- To call out poor safety practices where necessary.
- To ensure my workforce is trained appropriately.
- To not knowingly send workers into unsafe work situations.
- To ensure the Site Safety Management System and Safety and Health Management System is relevant, effective, up to date and understood by the workforce.



IMMEDIATE SUPERVISOR

YOUR ROLE

- To raise issues around poor practices.
- To confidently report hazards to my superiors.
- To be confident my workplace is safe.

YOUR RESPONSIBILITIES

- To be aware of my surroundings.
- To act to ensure my team are safe.
- To act to rectify any hazards reported to me.
- To call out poor practices in my team.
- To ensure my team members are trained sufficiently for their assigned duties.
- To not knowingly send my team members into unsafe work situations.
- To ensure my team understand the Site Safety Management System and Safety and Health Management System and work accordingly.
- To ensure tasks are adequately planned, risk assessed, resourced, communicated and inspected.



INDIVIDUAL

YOUR ROLE

- To report hazards at site.
- To call out poor practice by my colleagues.
- To be confident my workplace is safe.

YOUR RESPONSIBILITIES

- Don't start work if the risk is not acceptable or required controls aren't in place.
- To stop work if the risk is not acceptable.
- To be aware of my surroundings.
- To be alert when working around machinery and other hazards.
- To report hazards at my site.
- To call out poor practices by my colleagues.
- To understand the Site Safety Management System and Safety and Health Management System and work accordingly.



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FACT SHEET: OUR FALLEN COLLEAGUES - THE REAL PEOPLE BEHIND THE STATISTICS



On Sunday 7 July 2019 Jack Gerdes, 27 year old, was entangled in stairs while working on machinery at Baralaba Coal. Jack left behind his fiancé and his dad.

On 26 June 2019 David Routledge, a 55 year old excavator operator at the Middlemount Coal mine was fatally injured while he was operating an excavator. David was a father and grandfather who loved the outdoors and operating machines.



On 20 February 2019 Bradley Hardwick, a 48 year old grader operator was fatally injured at Anglo American Moranbah North coal mine when a grader exiting an underground coal mine rolled down the drift and collided with a man transporter. Bradley was a husband and father of two and a car enthusiast.

On 31 December 2018 Allan Houston, a 49 year old dozer operator was fatally injured at BMA Suraji coal mine, when the bulldozer he was driving went over the bench's crest and rolled downwards approximately 20 metres, coming to rest on its roof in an area of mud and water approximately two metres deep. Allan was a dad.



On 15 November 2018 Connor-Shaye Milne, a 21 year old quarry worker was fatally injured at Fairfield Quarry when he became entangled in the rotating tail drum on a conveyor belt. Connor was a father of one and left behind a fiancée.

On 29 July 2018 Adam Malone, a 25 year old plant operator was fatally injured at Jacks Quarry when the articulated dump truck rolled while descending from the bench to a lower level, fatally injuring the worker. He left behind two children and a partner.



QUEENSLAND FACTS ON MINING FATALITIES

- Over the last 20 years, **47 people** have died in Queensland's mining and quarrying industry.
- More than **1500 Queensland miners have died** working in Queensland mines since 1800s.
- In the last 6 months there have **been 1028 HPis** (near misses) reported to the Queensland Mines Inspectorate*. Any one of these could have been a fatality.

*(June 2018 - July 2019)



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FACT SHEET: GOVERNMENT INITIATIVES

The Queensland Government has a number of initiatives in place or underway to improve the safety of the industry, including:

- largest review of health and safety legislation in Queensland's history.
- the world's best system to protect miners from dust exposure and to detect respiratory diseases early.
- introduction of tougher penalties.
- three new regional mining inspectors.
- an additional chief inspector.

INDEPENDENT REVIEWS

Two expert independent reviews are now underway to identify changes needed to improve health and safety in the state's mines and quarries. The reviews will be completed by the end of 2019 and tabled in Parliament.



The Brady Review, led by Dr Sean Brady

Forensic structural engineer Dr Sean Brady is examining all fatal incidents in Queensland mines and quarries since 2000. This review has been broadened past coal mine incidents to the end of 2018 to include mineral mine and quarry incidents, and all fatal incidents this year. This review will look at why mine workers have died over the past 20 years; how industry can improve and how the mines inspectorate can work better.

Review into Queensland mining health and safety legislation - Led by a team from the University of Queensland TC Beirne School of Law and Sustainable Minerals Institute - Professor Susan Johnstone, Russell Hinchy and David Cliff.

Commissioned by the Coal Mine Safety and Health Advisory Committee (CMSHAC), a team from the University of Queensland TC Beirne School of Law and Sustainable Minerals Institute is currently reviewing the state's mining health and safety legislation to ensure it is relevant to current and emerging mine practice and technology. The UQ team will consult with industry, unions, mines inspectors and legal experts during the review.



Susan Johnston, Strategic Advisor to the Sustainable Minerals Institute/MISHC

Susan has had a long career providing advice, including legislative advice, on safety and health matters in the mining industry to government, companies, and unions. She is a barrister of the Supreme Court of Queensland (non-practising). She has led sector wide reviews of safety and health performance. She is a former global head of safety and health for a major mining company, a former head of the Queensland Resources Council, and a former senior executive in the then Queensland Departments of Mines and Energy and Premier and Cabinet. Susan has a particular interest in research aimed at aligning legislative frameworks with the needs of industry practitioners. Susan would oversee this project; and would lead industry consultations.



Russell Hinchy, Lecturer T.C. Beirne School of Law

Russell has specific expertise in legislation, legal reasoning and statutory interpretation. He is the author of two texts that analyse these areas in considerable depth. In addition to being a lecturer at the TC Beirne School of Law, Russell co-ordinates the foundations of Australian law course. He has previously taught company law at the T.C. Beirne School of Law. Russell has previously held a Bar Association of Queensland Practising Certificate; and is currently a Legal Practitioner of the Supreme Court of Queensland.



Professor David Cliff, Professor of Occupational Health and Safety in Mining (MISHC)

David was Director of Minerals Industry Safety and Health Centre from 2011 to 2016. His primary role is in providing applied research, consulting and education across a wide spectrum of health and safety issues in the mining and minerals processing industries. Previously David was the Safety and Health Adviser to the Queensland Mining Council, and prior to that, Manager of Mining Research at the Safety in Mines Testing and Research Station. In these capacities he has provided expert assistance in the areas of health and safety to the mining industry for over twenty-eight years.



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RESOURCE 3: STICKER





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RESOURCE 4: VIDEO LINK

You can [view the safety reset video](#) on YouTube or [download](#) a copy to your computer.

YouTube: <https://youtu.be/CyPTfM20TI>