

Dear CEO,

I am writing this letter to emphasize how critical it is to consider the safety of employees and customers during the upcoming holiday retail season. As you may know, a worker was trampled to death two years ago, as shoppers rushed through a retailer's doors to take advantage of an after Thanksgiving Day "Black Friday" sales event. The Occupational Safety and Health Administration (OSHA) conducted an investigation of this worker's death, and issued a citation to the retailer.

OSHA strongly encourages retailers to take precautions to prevent worker injuries during the holiday season's major sales events, or at other events where large crowds may gather.

Enclosed is an OSHA Fact Sheet entitled, "Crowd Management Safety Tips for Retailers". We encourage that employers and retail store owners use these safety guidelines, in addition to their own procedures, when crowds are expected this holiday season.

Under the federal law which created OSHA (the Occupational Safety and Health Act of 1970), employers are responsible for providing a place of employment free of recognized hazards that are likely to cause serious injury or death. OSHA encourages employers to plan for crowd management several weeks, or even months, in advance of sales events that draw large crowds. We recommend that employers and retail store owners adopt a plan that includes, at a minimum, the elements outlined in the fact sheet.

If you have any questions, call 1-800-321-OSHA (6742) or contact your local OSHA Area Office. Thank you for your attention to this urgent worker safety matter.

Sincerely,

David Michaels, PhD, MPH

[Enclosure](#)

Letter sent to the following retailers:

Mr. William T Dillard II, CEO
Dillards Inc.
1600 Cantrell Rd
Little Rock, AR 72201

Mr. Gregg W. Steinhafel, CEO
Target Corporation
1000 Nicollet Mall
Minneapolis, MN 55403

Mr. Terry J. Lundgren, CEO
Macys Inc.
7 W 7th St
Cincinnati, OH 45202

Mr. Michael T. Duke, CEO
Wal-Mart Stores Inc.
702 SW 8th St
Bentonville, AR 72716

Mr. Myron Ullman, CEO
J C Penney Company Inc.
6501 Legacy Dr
Plano, TX 75024

Mr. W. Bruce Johnson, CEO
Sears Holdings Corporation
3333 Beverly Rd
Hoffman Estates, IL 60179

Mr. Kevin Mansell, CEO
Kohls Corporation
N56w17000 Ridgewood Dr
Menomonee Falls, WI 53051

Ms. Carol M. Meyrowitz, CEO
The TJX Companies, Inc.
770 Cochituate Road
Framingham, MA 01701

Mr. Jim Sinegal, CEO
Costco Wholesale Corporation
999 Lake Dr.
Issaquah, WA 98027

Mr. Brian Dunn, CEO
Best Buy
7601 Penn Ave. South
Richfield, MN 55423

Ms. Laura Sen, CEO
BJ's Wholesale Club
One Mercer Road
Natick, MA 01760
(508) 651-7400

Mr. Gerald L. Storch, CEO
Toys“R”Us Inc.
1 Geoffrey Way
Wayne, NJ 07470

Mr. Steve Jobs, CEO
Apple Inc.
1 Infinite Loop
Cupertino, CA 95014

Mr. Mikael Ohlsson, CEO
IKEA
496 W. Germantown Pike
Plymouth Meeting, PA 19462