



PROFESSIONAL PROFILE



Natalie Fox, CIH, CSP, CPEA

Principal Scientist

CONTACT INFORMATION

Main: (312) 481-7285
Direct: (773) 616-4000
Email: nfox@rouxinc.com
Website: www.rouxinc.com

233 S. Wacker Drive, Suite 4400
Chicago, IL 60606

EDUCATION

BS, Zoology, Auburn University

PROFESSIONAL LICENSES

Certified Industrial Hygienist (CIH)
Certified Safety Professional (CSP)
Certified Professional EHS Auditor (CPEA)
Asbestos Building Inspector – Illinois
Asbestos Project Designer – Illinois
Air Sampling Professional

EXPERIENCE SUMMARY

Ms. Fox has twenty-five years of experience in environmental, health and safety consulting. She has conducted a multitude of compliance-focused assessments, including managing EHS compliance audit programs, performing health and safety audits and limited compliance reviews, and completing management system audits. She has assisted various industrial and commercial facilities throughout the United States to identify potential compliance risks and has assisted with developing and implementing controls. Ms. Fox has worked at sites including warehouses and logistics facilities, heavy equipment manufacturers, automobile parts and systems manufacturers, foundries, printing companies, research and development facilities, food manufacturers, and technology companies. She has assisted with the development and implementation of management systems, as well as developing and implementing health and safety programs, including Cal/OSHA and ANSI-based programs. She has performed and managed site investigations and industrial hygiene surveys at commercial and industrial locations for a myriad of industries. Ms. Fox has also assisted clients with meeting and/or responding to governmental agency requests, notifications, and citations.

REPRESENTATIVE PROJECTS

Compliance Audits

Managed global and national environmental, health and safety audit programs and completed over 150 audits in locations throughout the United States for companies that manufacture food, chemicals, flavors and fragrances, personal care products, automotive parts, electronics and aerospace equipment, metal fabricated parts, pumps and valves, construction and railroad equipment, inks and paints, ammunition, and rubber components as well as foundries, distribution centers, and air cargo operations at various US airports. Select projects are detailed below:

- Managed and performed compliance audits at various sites for a defense contractor, including facilities in Ohio, Georgia, Oregon, and California.
- Completed compliance reviews for technology and telecommunications companies, including at data centers, to assist with identifying compliance gaps and developing environmental, health and safety programs.
- Performed health and safety compliance audits for an automotive manufacturer, including at R&D, testing, and logistics facilities.
- Managed global audit programs for various industrial clients, including at sites in Canada, Mexico, and throughout Europe.
- Conducted audits for a heavy equipment manufacturer focused on identifying systemic cultural issues that may contribute to health and safety risks or increases in employee near misses and injuries. Facilities were located in states including Colorado, Indiana, Illinois, and California.
- Managed and performed compliance audits for hazardous and non-hazardous waste cleanup, shipment, and treatment companies with locations throughout the United States.
- Performed environmental, health, and safety compliance reviews for an electrical utility of operational Battery Energy Storage Systems as well as units under construction.
- Completed a compliance review of commercial real estate properties to assist an investment firm to understand their environmental, health, and safety liabilities.

- Performed environmental compliance assessments, as part of an ongoing audit program, for a drinking water utility in California.
- Conducted environmental compliance audits for a global logistics company in states including Texas and Louisiana.
- Performed compliance audits at manufacturing and distribution facilities for a national snack food company. Facilities were located in various states, including California, Illinois, Indiana, Ohio, Pennsylvania, Ohio, Oregon, and Texas.
- Completed compliance audits for a food and personal care product manufacturing company with locations in states including Nevada, North Carolina, and Virginia.
- Performed compliance reviews of facilities throughout the United States in order to develop a facility compliance register. Developed the register, and the corresponding compliance calendar, using the company's Intalex system.
- Conducted compliance and internal management system audits for an automotive parts manufacturer and developer in various locations throughout the United States.
- Performed compliance assessments for various sectors of a manufacturing company, including chemical, aerospace, and electrical metering facilities.

Environmental, Health & Safety Compliance Including Program Development and Implementation

- Developed corporate level technical standards for various industrial clients including a global food and flavoring company, an apparel logistics company, a company involved in the development and manufacture of car wash chemicals and equipment, and companies servicing sectors such as the utility industry. Standards covered program areas including, but were not limited to, Working at Heights, Control of Hazardous Energy, Contractor Management, Personal Protective Equipment, Electrical Safety, Powered Industrial Vehicles, Aerial Lifts, and Confined Spaces.
- Assisted an industrial client with developing and implementing abatement actions, as well as controlling additional identified hazards, in response to OSHA citations. Work included performing fall hazard and machine guarding risks assessments, developing Energy Control Procedures (LOTO procedures), performing industrial hygiene assessments, and drafting various written programs and training presentations. Continued support included verifying implemented abatement actions were effective in controlling hazards.
- Managed the development of various environmental, health and safety (EHS) documents for a municipal fleet management team. Work included site visits and the development of Spill Prevention, Control, and Countermeasure Plans, hazardous and

universal waste Standard Operating Procedures, and monthly safety discussions.

- Evaluated in place fall prevention methods (including use of personal fall protection equipment) and lockout methods at various plants for a fertilizer manufacturer.
- Assisted an industrial forge to respond to OSHA citations related to Lockout/Tagout (Control of Hazardous Energy) and Recordkeeping. Assistance included the development of a written Lockout/Tagout Program and Energy Control Procedures. Continued to assist the forge with development and implementation of various EHS programs (e.g., Confined Space, Hearing Conservation) after regulatory-related work complete.
- Performed fall hazard risk assessments for a large data center, including assisting with developing engineering controls or fall prevention/arrest systems.
- Served as part-time corporate EHS support for a manufacturing client to assist with managing corporate programs until a new corporate EHS team was hired and onboarded.
- Managed staff providing onsite EHS compliance support for various companies, including technology and equipment manufacturing companies. As part of the onsite support, assisted companies to identify and close compliance gaps and to manage risk.
- Performed risk assessments and developed compliance documentation, including Lockout/Tagout Energy Control Procedures, job hazard analyses, confined space inventories, and legal registers for various companies, including a global streaming service.
- Assisted a construction company with the development of an industrial hygiene program, including the development of detailed Standard Operating Procedures (SOPs) to guide employee sampling.
- Worked with a municipality to understand environmental regulatory programs applicable to a hazardous waste transfer facility.
- Developed a Dust Control Plan to assist a landscaping recycling facility with obtaining the necessary permits.
- Assisted various clients to develop and implement incident investigation programs. This included training employees on how to perform investigations and root cause analysis and determine corrective actions.
- Developed various health and safety compliance programs for an automotive manufacturer.
- Provided onsite support to an industrial supply company during the transition to OSHA's Hazard Communication

Globally Harmonized System. Support included interfacing with suppliers and customers, assisting with interpretation of regulations, and reviewing and approving supplier safety data sheets.

- Developed and provided various EHS training presentations for companies in a myriad of industries.
- Developed Odor Control Plans for various cannabis processing activities in a cannabis production and cultivation facility.
- Developed and revised multiple health and safety procedures, programs and training presentations for a nationwide telecommunications company, including Confined Space, Hazard Communication, and Respiratory Protection. Programs were developed to be in compliance with Federal and/or Cal/OSHA requirements.
- Developed and implemented a safety metrics tracking system for a global food and flavoring company, including a written procedure and spreadsheet tracking database. After the system was finalized, developed, and provided training on the system to employees across the globe.
- Spent approximately four months onsite developing health and safety programs and training presentations for a large technology company in California. Programs were written to be in compliance with OSHA, Cal/OSHA and ANSI requirements. Developed programs included, but were not limited to, Bloodborne Pathogens, Confined Space, Working at Heights, and Control of Hazardous Energy.
- Assisted a national snack food company to develop multiple written corporate health and safety programs.
- Assisted a flavor and fragrance manufacturing company to update and implement their health and safety programs. Assistance included developing and providing employee training for program areas such as Confined Space awareness, Working at Heights, and flammable liquid management and storage.
- Developed a written respirable crystalline silica program, including the development of training, for a national glass manufacturing company. Additionally, provided respirable crystalline silica training, as necessary.
- Developed a corporate level health and safety management system for a global food and flavoring company.
- Performed management system audits for a commercial and defense electronics company, including gap assessments to facilitate the transition from OHSAS 18001 to ISO 45001.
- Assisted with the development of an environmental, health and safety management system for a national telecommunications company. The management system was being implemented at locations throughout the continental United States.
- Assisted an automobile manufacturer with the development of an environmental management system for engineering, logistics, and manufacturing facilities throughout the United States.
- Developed and assisted with the implementation of a health and safety management system for an automotive system engineering facility. The management system was developed and implemented in preparation for certification.
- Assisted a flavor and fragrance manufacturing facility with the development and implementation of a Process Safety Management program.
- Conducted management system and compliance audits for various clients including a personal care product and food manufacturer and an automobile parts manufacturer.
- Participated in the American Industrial Hygiene Association (AIHA) OHSMS (Occupational Health & Safety Management Systems) Examination Workshop, which focused on the development of questions for AIHA's planned OSHMS certification.

Industrial Hygiene

- Performed ongoing industrial hygiene assessments for a global food and flavoring manufacturer to evaluate potential employee exposures, if chemicals were migrating to adjacent areas, if implemented controls reduced potential concentrations, and to understand if additional controls were necessary.
- Conducted sampling during sanitization activities at an FDA covered facility. The sampling strategy included personal sampling as well as area samples to determine chemical concentration decay rates.
- Performed qualitative and quantitative IH assessments for an apparel manufacturer to evaluate potential employee exposures to chemical and physical constituents and to assess the effectiveness of engineering controls used during the printing process.
- Developed a sampling strategy to determine the concentration of combustion exhaust entering data centers for a technology

Management System Development & Implementation

- Assisted a water utility with assessing the effectiveness of their environmental management system. Project work included performing onsite environmental risk assessments to understand aspects and impacts, assessing environmental compliance obligations, evaluating organizational resource opportunities, and drafting and/or updating management program documents including policies and programs.

company. After development of the strategy, managed the industrial hygiene assessments; adjusted the strategy, as necessary; and analyzed the resulting data to determine necessary controls (administrative and engineering) and any contributing/confounding factors.

- Assisted a trailer manufacturer to evaluate employee exposures to hexavalent chromium in response to an OSHA citation. Engineering controls installed to minimize potential exposures were also assessed for effectiveness in exposure reduction.
- Managed and performed a quantitative industrial hygiene assessment to determine employee exposures to solvents used during the manufacture of adhesives. Assisted with the determination and implementation of controls, including a supplied air respiratory system, to reduce identified employee exposures.
- Managed and performed industrial assessments to evaluate employee exposures to respirable crystalline silica at manufacturing facilities in response to OSHA citations. After assessments, assisted with the development and implementation of controls and performed continued sampling to evaluate the effectiveness of controls.
- Managed an industrial hygiene sampling program for a North American manufacturer of extruded plastic products. Assessments were conducted across the US and included evaluations of employee exposures to constituents including VOCs, noise, and dust.
- Performed a qualitative industrial hygiene assessment and quantitative sampling to assess potential employee exposures to chemical water treatments in data centers.
- Evaluated the feasibility of developing and implementing engineering controls to reduce employee exposures to noise in a hammer forge in response to an OSHA citation. Evaluation included the collection of personal and area noise measurements and a review of historical documentation and reports.
- Developed and managed an industrial hygiene sampling strategy for a global food and flavoring company to assist with assessing employee exposures and implementing the necessary controls to ensure employee health and regulatory compliance. The sampling strategy included both qualitative and quantitative assessments as well as continued sampling to evaluate the effectiveness of controls. Throughout the work, assisted with communicating results and recommendations within the company.
- Managed a quantitative and qualitative legionella sampling strategy to facilitate the development of a water management plan in a senior residential apartment building.
- Developed and managed a sampling strategy to assess employee exposures to sanitation chemicals to assist with an OSHA settlement agreement.
- Performed baseline respirable crystalline silica sampling as well as respirable dust mapping at glass manufacturing facilities in Pennsylvania and New York to determine compliance with OSHA's respirable crystalline silica standard. Recommended additional controls to reduce/eliminate employee exposures and continued to manage periodic exposure assessments to evaluate the effectiveness of controls.
- Developed and performed a sampling strategy to assess potential employee exposures to noise in response to an OSHA hazard allegation. The assessment evaluated exposures for traveling refrigeration technicians who performed various repair activities at retail establishments.
- Performed personal and area sampling to assess employee exposures to noise while working in an airplane hangar and while working on private aircraft (e.g., pilots).
- Designed and managed a sampling strategy to assess contamination and required remediation at a suspected clandestine laboratory. Project work involved correspondence and consultation with regulatory authorities.
- Designed and conducted sampling strategies to assess indoor air quality impacts from sewer repairs in commercial and residential buildings.
- Performed commercial building inspections related to water damage and other building failures to determine the presence of potential contaminants, such as mold.
- Developed and managed a sampling strategy to assess potential employee exposures to dust at a bottling warehouse in response to an OSHA hazard allegation.
- Conducted an odor assessment to evaluate the effectiveness of in place engineering controls.
- Designed, performed, and managed a myriad of industrial hygiene exposure monitoring projects for chemical and physical agents in industrial and commercial facilities.
- Completed and managed indoor air quality investigations at a myriad of commercial facilities.
- Designed and performed an exposure reconstruction project to determine potential employee exposures during the application of a sprayed-on industrial disinfectant.
- Performed an industrial hygiene assessment to assist a plastic container printer and manufacturer respond to an OSHA hazard allegation.



- Managed hazardous material building surveys at commercial facilities, including surveys for mold, asbestos, and heavy metals.
- Designed and conducted an exposure reconstruction project to determine potential historical exposures to asbestos-containing caulks and glazes. Project included the reformulation of historic products using historical product manufacturing information.
- Conducted an industrial hygiene assessment to evaluate potential employee exposures to smoke in a production heat treat area in response to an OSHA hazard allegation. Assessment included direct reading and analytical sample collection.
- Assisted in the design and performance of an exposure reconstruction project to determine potential user exposures to titanium dioxide during the application of consumer products.
- Developed and/or certified abatement specifications for various hazardous materials, including asbestos and lead.
- Performed investigations for the presence of asbestos-containing building materials in commercial and industrial facilities.
- Managed a multitude of abatement projects, including asbestos, mercury, lead, and mold in both commercial and industrial locations.

Due Diligence

- Conducted and managed a multitude of limited health and safety compliance reviews throughout the United States as part of mergers and acquisitions including multiple beverage bottling and warehouse facilities throughout California.
- Completed high-level compliance reviews to determine risks, including those associated with combustible dust, at facilities including pet food and spa manufacturing facilities.
- Performed limited health and safety compliance reviews of various nut butter facilities in central California to identify high-level health and safety risks.
- Performed a high-level process safety management review of a chemical manufacturer in Colorado to determine potential

applicability and to identify any associated health and safety risks.

PROFESSIONAL AFFILIATIONS

American Conference of Governmental Industrial Hygienists (ACGIH)

American Industrial Hygiene Association (AIHA)

American Society of Safety Professionals (ASSP)

AIHA – Nonionizing Radiation Committee (Chair)

AIHA Standards Representative to TC 283 US TAG for ISO/TC 283 - Occupational Health and Safety Management (2025-2027)

AIHA – Fellows Grand Challenge – Mitigate the Impacts of a Changing Climate on Workers (Project Team Co-Leader)

Yuma Pacific Southwest Section

PUBLICATIONS

Ferguson, A., Respirable Crystalline Silica, *Safety+Health Magazine*, 24 September 2023; 46-8

<https://www.safetyandhealthmagazine.com/articles/24514-respirable-crystalline-silic>.

SPEAKING ENGAGEMENTS

AIHA Connect, May 17-18, 2025, Kansas City, Missouri; Professional Development Course; A Gentle Approach to Radio Frequency for IHs Part 1 and Part 2.

Safety Leadership Conference, August 27, 2024, Aurora, CO; The Double-Edged Sword of Employee Safety and Health Training.

AIHA Connect, May 18, 2024, Columbus, Ohio; Professional Development Course: A Gentle Approach to Radio Frequency for IHs.

Chemistry Council of New Jersey Health & Safety Committee, February 6, 2024, Fundamentals of Industrial Hygiene (Virtual).

American Society of Safety Professionals Greater Boston Chapter, November 14, 2023. Fundamentals of Industrial Hygiene & Indoor Air Quality (Virtual).

AIHce, May 2018, Philadelphia, PA – Effectively Reducing Employee Exposures to Respirable Crystalline Silica.

Institute of Internal Auditors (IIA), November 2016, Chicago, IL – Worst Plant.

Illinois Association of School Business Officials (IASBO), September 2014, Downers Grove, IL – Asbestos Basics.