MISSION STATEMENT

“We keep one another safe, so that each of us can achieve professional success and experience a rewarding & fulfilling life”.

Utilize HPI Principles

1) People are fallible, and even the best make mistakes.

2) Error-like situations are predictable, manageable, and preventable

3) Individual behavior is influenced by organizational processes & values.

4) People achieve high levels of performance based largely on the encouragement and reinforcement received from leaders, peers, and subordinates.

5) Events can be avoided by understanding the reasons mistakes occur and applying the lessons learned from past events.
Safety Leadership – It’s PERSONAL

PEOPLE FIRST – SAFETY ALWAYS!!!

HISTORY

Injuries

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>YTD</td>
<td></td>
<td></td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

Domtar personal care
2017 INTERNAL AUDIT BY CORPORATE SAFETY

- 35 Total Findings
- 24 Compliance Issues

How did we get so disconnected from our Mission & what are we going to do about it?

PEOPLE FIRST – SAFETY ALWAYS!!!
HOW DO WE GET MORE ENGAGEMENT?

- Start at the top & include everyone
- 5S Training – Front office first followed by all teams
Safety Leadership – It’s PERSONAL

MANAGEMENT 5S WORK

Before:  
After:

PEOPLE FIRST – SAFETY ALWAYS!!!
HAZARD MAPS

- Audit Findings led us to review current pedestrian walkways
  - Installed walkway guarding
  - Eliminated tall stacking of materials beside walkways

- Evident we have a lot of fork truck traffic crossing pedestrian walkways
  - Started developing a hazard map for the entire facility.
2018 SAFETY TEAMS

- Everyone in the facility assigned to one of four teams
  - Hazard Maps Hazard Reduction Team
  - Hand Safety Hazard Reduction Team
  - Housekeeping Hazard Reduction Team
  - Quality Team

- Participating on a team is part of everyone’s performance goals for 2018

- Participation is centrally tracked

- Efforts of the teams are communicated in shift change meetings and billboard postings

PEOPLE FIRST – SAFETY ALWAYS!!!
HAZARD REDUCTION PROCESS: 4 STEPS

IDENTIFY | QUANTIFY | CONTROL | AUDIT

PEOPLE FIRST – SAFETY ALWAYS!!!
HAZARDS: IDENTIFIED

... BY USING OUR HAZARD REDUCTION TEAM (HRT)

These HAZARDS are everywhere!

I see a HAZARD!

HRTs
HPI
HAND SAFETY
I’m so HAPPY!

I see a HAZARD too!

PEOPLE FIRST – SAFETY ALWAYS!!!
<table>
<thead>
<tr>
<th>Frequency</th>
<th>Decreasing Likelihood</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Not expected to occur during life of process/facility</td>
<td>IV</td>
<td>IV</td>
<td>IV</td>
<td>IV</td>
</tr>
<tr>
<td>2</td>
<td>May occur once during life of process facility</td>
<td>IV</td>
<td>IV</td>
<td>III</td>
<td>II</td>
</tr>
<tr>
<td>3</td>
<td>May occur several times during life of process/facility</td>
<td>IV</td>
<td>III</td>
<td>II</td>
<td>I</td>
</tr>
<tr>
<td>4</td>
<td>Expect to occur more than once in a year</td>
<td>IV</td>
<td>II</td>
<td>I</td>
<td>I</td>
</tr>
</tbody>
</table>

**HAZARDS: QUANTIFIED**

**BY USING OUR RISK MATRIX**

**PEOPLE FIRST – SAFETY ALWAYS!!!**

### Risk Matrix

<table>
<thead>
<tr>
<th>Consequence</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>No injury or health effects</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Minor to moderate injury or health effects</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Moderate to severe injury or health effects</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Permanently disabling injury or fatality</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

**Increasing Likelihood**

**Decreasing Likelihood**
HAZARDS: CONTROLLED

... BY USING OUR HIERARCHY OF CONTROLS

- Elimination: Physically remove the hazard
- Substitution: Replace the hazard
- Engineering Controls: Isolate people from the hazard
- Administrative Controls: Change the way people work
- PPE: Protect the worker with Personal Protective Equipment

Safety Leadership – It’s PERSONAL

PEOPLE FIRST – SAFETY ALWAYS!!!
CONTROLS: AUDITED

... BY USING OUR CURRENT SYSTEMS

WALKABOUTS

AUDITS

SOAP CARDS

PEOPLE FIRST – SAFETY ALWAYS!!!
Safety Leadership – It’s PERSONAL

P E O P L E  F I R S T –  S A F E T Y  A L W A Y S !!!
Safety Leadership – It’s PERSONAL

PEOPLE FIRST – SAFETY ALWAYS!!!
INDUSTRIAL ACCIDENT/ILLNESS REPORT

**Instructions:** This report shall be filled out by the injured employee and given to the applicable supervisor.

<table>
<thead>
<tr>
<th>PART I – TO BE FILLED OUT BY INJURED EMPLOYEE.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Injured Worker’s Name</td>
</tr>
<tr>
<td>2. Job/Position Title</td>
</tr>
<tr>
<td>3. Normal Scheduled Working Hours/Days</td>
</tr>
<tr>
<td>4. Date/Time of Accident</td>
</tr>
<tr>
<td>5. Date/Time Reported</td>
</tr>
<tr>
<td>5a. To Whom?</td>
</tr>
<tr>
<td>6. Exact Location of Accident or Source of Illness:</td>
</tr>
<tr>
<td>7. Witnesses to the Accident:</td>
</tr>
<tr>
<td>8. Description of accident/illness.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6/04/03</td>
</tr>
</tbody>
</table>
Safety Leadership – It’s PERSONAL

PEOPLE FIRST – SAFETY ALWAYS!!!
# JOB SAFETY ANALYSIS

**Lead Person:**
Tony Mendez James Cobb

**Date:**
8/23/2016

**Job/Task:**
Quattroll Operations

**Analysis by:**
James Cobb

**Review Date:**
8/7/17

**Required PPE:**
Safety Glasses & Ear Plugs

<table>
<thead>
<tr>
<th>Sequence of Basic Job Steps</th>
<th>Potential Hazards</th>
<th>Recommended Action or Procedure</th>
<th>Safety Symbols</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Thread tissue down the line</td>
<td>1 Pinch Points / Burn Hazard Radiation Hazard / Cut Hazard</td>
<td>1 Be aware of hand placement</td>
<td><img src="image" alt="Safety Symbol" /></td>
</tr>
<tr>
<td>2 Thread Quattroll</td>
<td>2 Pinch Points / Crushing</td>
<td>2 Ensure hands/body are kept clear of nip points</td>
<td><img src="image" alt="Safety Symbol" /></td>
</tr>
<tr>
<td>3 Load and unloading shafts Quattroll at quattroll</td>
<td>3 Pinch Points / Crushing</td>
<td>3 Ensure hands/body are kept clear of moving equipment</td>
<td><img src="image" alt="Safety Symbol" /></td>
</tr>
<tr>
<td>4 Slabbing Material</td>
<td>4 Cut Hazard</td>
<td>4 Be aware of hand / body placement</td>
<td><img src="image" alt="Safety Symbol" /></td>
</tr>
<tr>
<td>5 Loading Top Tissue</td>
<td>5 Fork lift safety; Back strain; crushing</td>
<td>5 Body position; be aware of surroundings; suspended load</td>
<td><img src="image" alt="Safety Symbol" /></td>
</tr>
<tr>
<td>6 Unloading Jumbo Rolls</td>
<td>6 Pinch points; crushing</td>
<td>6 Ensure hands/body are kept clear of nip points</td>
<td><img src="image" alt="Safety Symbol" /></td>
</tr>
<tr>
<td>7 Moving Jumbo Carts</td>
<td>7 Back strain; Line of fire</td>
<td>7 Body Position: Utilize cart caddy; be aware of surroundings</td>
<td><img src="image" alt="Safety Symbol" /></td>
</tr>
<tr>
<td>8 Trim knife operations</td>
<td>8 Cut Hazard</td>
<td>8 Hand Placement</td>
<td><img src="image" alt="Safety Symbol" /></td>
</tr>
</tbody>
</table>

Upset conditions or guard bypassing requires Lock Out Tag Out of the equipment.

"If employees have any questions or concerns about the information detailed in a Job Hazard Assessment, they should contact their local site safety manager or any other EAM manager. Suggested improvement to and reported concerns about safety procedures are encouraged and welcome."

**EAM**

**Safety Ownership**

**People First – Safety Always!!!**
Safety Leadership – It’s PERSONAL

Color Legend
- Pinch point/Nip
- Hot
- Cut
- Line of Fire
- Slip/Trip
- Equipment Inspection
- Bump Hazard
- Ergonomics

People First – Safety Always!!!
Trainee date and signature

______________________________

Trainer date and signature

______________________________

Revision History

<table>
<thead>
<tr>
<th>Revision</th>
<th>Date</th>
<th>Revised By</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

EAM CORPORATION

JSA

Quattroll Winder

Sec.: JSA002  Rev.: 0
Original Date: 8/7/17
Revision Date:
Page: 6 of 6
Safety Leadership – It’s PERSONAL

- PEOPLE FIRST – SAFETY ALWAYS!!!
1.0 Scope

This procedure describes the steps that should be taken to safely de-energize forming head #6. These steps should be taken any time maintenance or cleaning is performed on the machine.
# Hand Safety HRT Risk Assessments

<table>
<thead>
<tr>
<th>DATE</th>
<th>Area</th>
<th>Frequency</th>
<th>Consequence</th>
<th>Score</th>
<th>Comments</th>
<th>Current Actions to mitigate</th>
<th>Future Mitigation</th>
<th>Capital or Work Order</th>
<th>Assigned To</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/21/2018</td>
<td>Knife Bar on Slitters</td>
<td>4</td>
<td>3</td>
<td>I</td>
<td>Potential for someone’s hand to go through knives.</td>
<td>Enforce that the guards are in place.</td>
<td>We need to put an interlock on the knife guard.</td>
<td>Clever</td>
<td></td>
</tr>
<tr>
<td>3/21/2018</td>
<td>Measuring slits &amp; diameter at slitters</td>
<td>4</td>
<td>3</td>
<td>I</td>
<td>While measuring slit width/diameter the potential for the tape measure to get caught by the shaft presents a cut hazard</td>
<td>We need to use a ruler to measure the slit width instead of the measuring tape.</td>
<td>Use a camera to measure the widths.</td>
<td>Taite Crews</td>
<td></td>
</tr>
<tr>
<td>4/25/2018</td>
<td>Pinch point at roll lift at slitters</td>
<td>3</td>
<td>2</td>
<td>II</td>
<td>Fingers and hands get caught while the lift arms are raising</td>
<td>Add pinch point labels and ensure all operators that are running the controls are communicating to their...</td>
<td>Re-engineer</td>
<td>Leadership team to review</td>
<td>Anthony Hickox &amp; Bryant Tanner</td>
</tr>
<tr>
<td>5/16/2018</td>
<td>General cutting with knife throughout plant</td>
<td>3</td>
<td>2</td>
<td>III</td>
<td>No need to require gloves for our process.</td>
<td>Evaluate the type of gloves that will be required.</td>
<td>Sample safety knives.</td>
<td>Mark Mutchler &amp; Adam Mattingly</td>
<td></td>
</tr>
<tr>
<td>5/16/2018</td>
<td>Quattroll /NovaZorb</td>
<td>4</td>
<td>3</td>
<td>I</td>
<td>Design or develop an unwind system to eliminate slabbing of material.</td>
<td>Require cut resistant gloves.</td>
<td>Design equipment that will remove the excess material left on the shaft.</td>
<td>N/A</td>
<td>Tony Mendez &amp; Anthony Hickox</td>
</tr>
<tr>
<td>5/16/2018</td>
<td>All slitter knives</td>
<td>4</td>
<td>2</td>
<td>II</td>
<td>Gloves should be required while changing slitter knives.</td>
<td>Require cut resistant gloves.</td>
<td>Require cut resistant gloves.</td>
<td>N/A</td>
<td>Chad Johnson, Tony Mendez, &amp; Bryant Tanner</td>
</tr>
<tr>
<td>5/16/2018</td>
<td>Pulpfeed</td>
<td>4</td>
<td>3</td>
<td>I</td>
<td>New tracking or rail system to eliminate possible crushed hands while loading pulp. Add guide rails on top of existing stands.</td>
<td>Design a cradle for the stands.</td>
<td>Purchase a remote pendant for the hoist.</td>
<td>Not sure yet.</td>
<td>Lannice Clever &amp; Taite Crews</td>
</tr>
</tbody>
</table>
SAFETY TUESDAYS

SAFETY TUESDAYS
RESULTS THROUGH TODAY

- 415 Safe work days
- 42% of the workforce has participated on their assigned team
  - Several have attended multiple meetings
- 99% participation in Risk Assessments Card completions
- 99.2% participation in Safety Observations Card completions
- Quality losses below budget
- Run rates above budget
- EBITDA above budget