



Domtar Corporation

Employee Engagement – Ashdown Perspective

Ashdown, June 20, 2011

Engagement as defined in the workplace



- **An environment in which everyone is empowered to identify opportunities and work jointly to improve workplace safety.**

Why do we need engagement for a safety culture?



- **Engagement is the foundation of ownership.**
- **Safety is based on conditions and behaviors; both can be positively influenced when “buy in” exists.**
- **The people doing the work generally know the hazards associated with the work.**
- **Everyone wants to be part of “something bigger”, especially improving safety.**

Approach to Engagement in Ashdown



- **Mill / Union leadership formulated a plan for safety improvement based on the following beliefs:**
 - All incidents are preventable.
 - All incidents have a hazard component and a behavior component.
- **The team agreed that the following components were vital in eliminating injuries:**
 - Engagement
 - Empowerment
 - Hazard Recognition
 - Hazard Elimination

Approach to Engagement in Ashdown

- **The mill chose to implement both Safe Start and Hazard Mapping concurrently:**
 - Incident analysis drove the decision.
 - Conducted a review of multiple tools.
- **Safe Start provides our team with a basic behavior awareness foundation.**
- **Hazard Mapping engages the workforce in identifying and eliminating hazards in the work place.**

Approach to Engagement in Ashdown

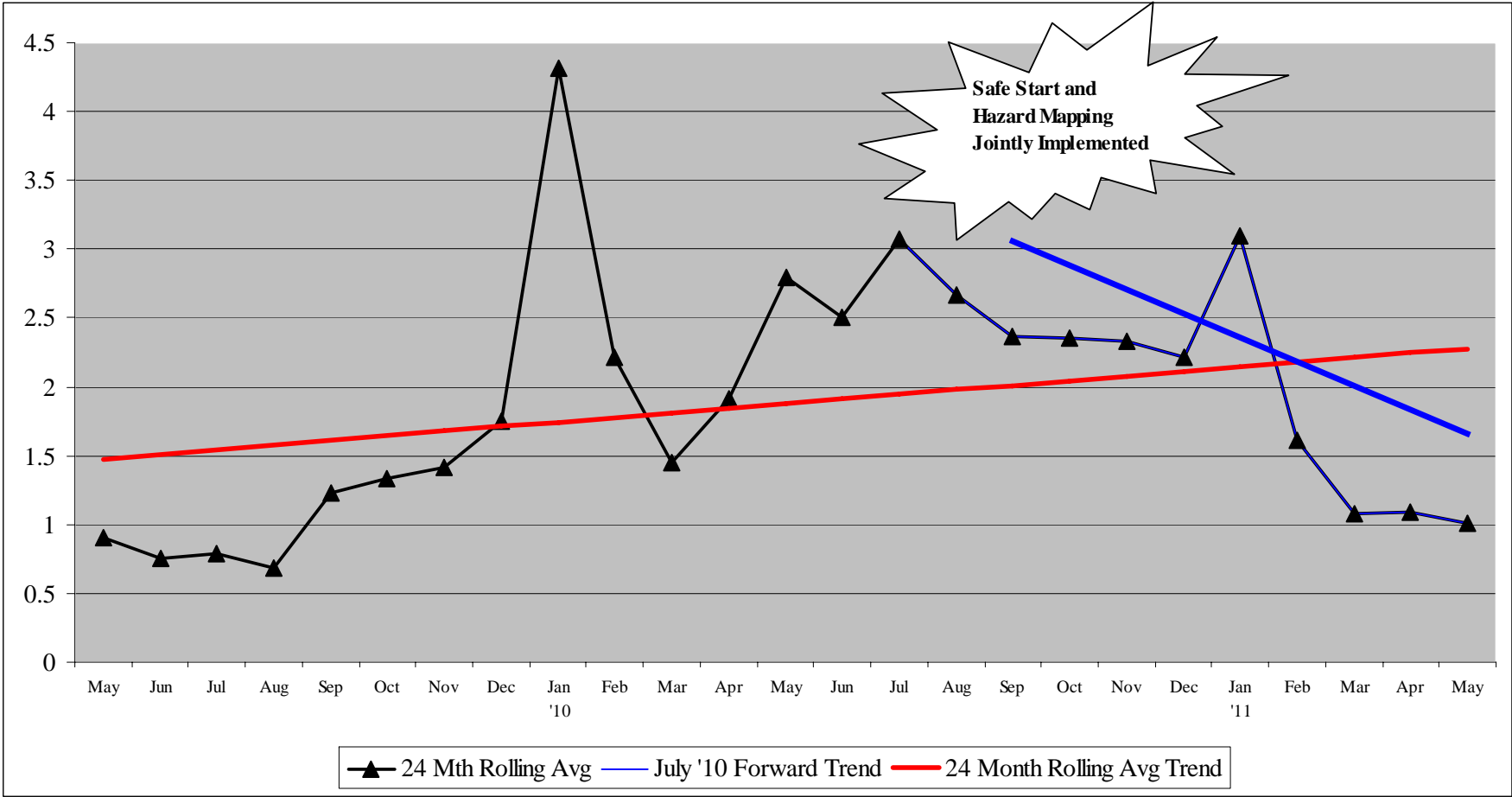
- **Joint Committee drives Safe Start and Hazard Mapping**
 - Consists of members of USW Union and Domtar Leadership.
 - Goal is to drive both processes jointly and concurrently.
 - Focus is on ensuring Safe Start and Hazard Mapping are a part of our core culture.

Additional Focus Points

- **Additional focus points include:**
 - Management expectations
 - Clear / accessible policy language
 - Standardized training system with tracking mechanism
 - Risk assessment training / tool for work activities

- **Increased engagement across the mill but still a ways to go**
- **Larger core group of safety advocates is emerging due to the energy around safety**
- **Hazard mapping has become more than an abatement process**
 - Now being used as an awareness and training tool

24 Month Rolling RIR Average



Questions?



Domtar