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## Domtar's Journey of Cultivating a Safety Culture

Jack Bray,  
Vice President, Manufacturing Region 2

PPSA Safety & Health conference

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Domtar

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**“The best time to plant a tree is 20 years ago”**

**“The second best time to  
plant a tree is today” .....**

**African Proverb**

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## Cultural Transformation ...

... is about planting the seeds  
and creating the right  
environment for them to take  
root and grow

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# Who is Domtar?

A leading innovative fiber-based technology company

We design, manufacture, market and distribute a wide variety of fiber-based products



**World class wood fiber converting assets**

**Manufacturer of paper grade, fluff and specialty pulp**

**Largest integrated marketer of UFS paper in North America**

**Sell and market a complete line of high quality and innovative AI products**

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## Domtar at a glance

Corporate Name:	Domtar Corporation
Incorporation:	Delaware
Head Office:	Montreal, Quebec, Canada
2011 Sales:	US \$5.6 billion
Financial Results:	US dollars, US GAAP
Market Capitalization:	US \$3.4 billion (as at February 21, 2012)
Stock Listing:	NYSE, TSX
Index Listing:	S&P 400 MidCap, Russell 1000, NYSE Composite
Ownership:	85% + in the U.S.
Employees:	Approximately 8,700



**DOMTAR INC**

Windsor, QC

**E.B. EDDY PAPER**

Espanola, ON

Port Huron, MI

**GREAT NORTHERN NEKOOSA**

Ashdown, AR

Nekoosa, WI

**GEORGIA PACIFIC**

Woodland, ME\*

**DOMTAR INC**

1998

**GEORGIA**

**PACIFIC**

1990

**DOMTAR INC**

2001

**WEYERHAEUSER**

Kamloops, BC

Plymouth, NC

Rothschild, WI

Columbus, MS\*

Dryden, ON

**WEYERHAEUSER**

2002

**WILLAMETTE**

Johnsonburg, PA

Marlboro, SC

Hawesville, KY

Kingsport, TN

**DOMTAR  
TODAY**



\* No longer Domtar



## DOMTAR'S NEW VISION, MISSION AND VALUES "THE FIBER OF DOMTAR"

### Vision

To be the leader in innovating fiber-based products, technologies, and services; committed to a sustainable and better future.

### Mission

As a world-class industry leader we deliver the highest value to our customers, empower our employees to excel and positively impact our communities.

### Core Values

#### Agile

We strive for flexibility and simplicity so we can focus on attaining results

#### Caring

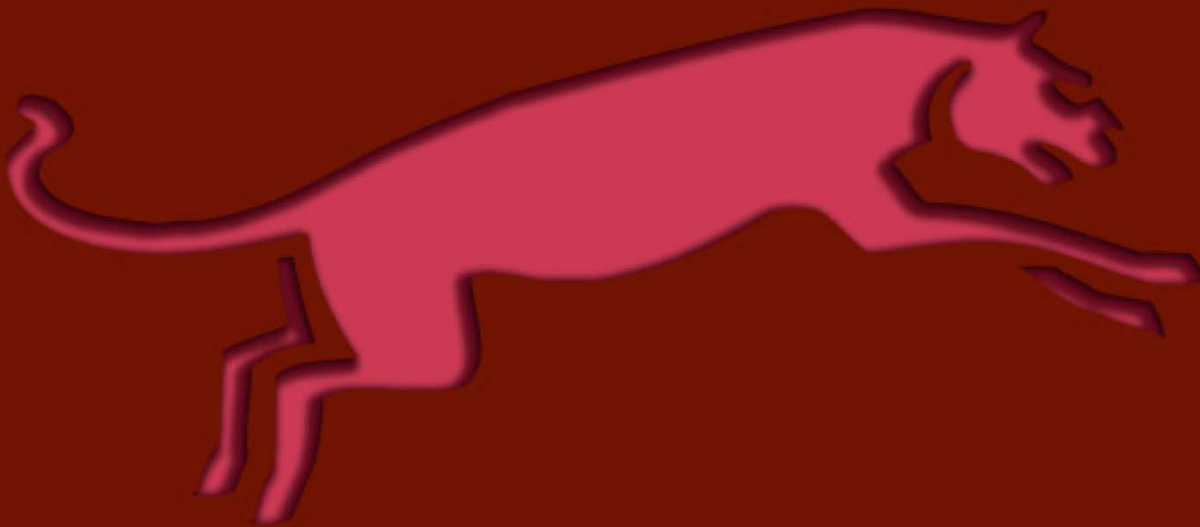
We care about our customers, communities, and each others' well-being, safety, quality, and the environment

#### Innovative

We are resourceful, creative, and collaborative to ensure ongoing improvement and our long-term success

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## THE FIBER OF DOMTAR – VIDEO





## THE THREE STEPS OF ENGAGEMENT

### Understand

- What the Vision, Mission, Values are
- The role they all play in the company's success
- How these impact the life of a Domtar employee

### Believe

- These will help drive Domtar's success
- The company is committed to attainment
- They have seen leaders leverage these to guide their actions and behaviors

### Internalize

- Woven into the fabric of our culture
- Drives Domtar's identity internally and externally
- Directs how we attract, develop and retain employees

## ASPECTS THAT MATTER...

Leadership and Employee Engagement are key to workplace safety and support Domtar's Cultural Value of *Caring* ...

### Leadership

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### Employee Engagement

- Standards & Expectations
- PMPs
- Training & development
- Operating Procedures
- Root Causes & Corrective Actions
- Benchmarking & Sharing
- Accountability
- Housekeeping Expectations

- Risk assessments
- Safety committees
- Safety owners
- Behavior Based Safety
- Safety flashes
- Interventions
- Job Safety Analyses
- Reporting
- Housekeeping Owners
- Union Ownership
- Pride

# “PEOPLE MAKE THE DIFFERENCE”

## HOW DO WE ENGAGE OUR EMPLOYEES

- Identify system-wide issues, concerns, risks, problems...
- Develop teams, where appropriate, to study and propose solutions
- Share broadly across our system - it's ok to beg, borrow, & steal!
  - manufacturing monthly teleconference
- Promote and recognize excellent work
- Encourage local thinking...get our employees with the knowledge 'in the game'
  - acknowledge “tribal lore” and celebrate history - but drive new thinking and innovation
- Communicate, communicate, communicate
- If not successful at first, try again



## EXAMPLES OF OUR ENGAGED EMPLOYEES

### Woodyard Safety Initiative

- Cross company team formed to review and develop woodyard minimum safety expectations
  - Seven employees knowledgeable of the operations
  - Given the liberty to review all aspects of our woodyard operations
- In response to a few woodyard safety issues
- Developed and implemented the minimum expectations
- Now company norm
- Result - common standards and safer work environments

## EXAMPLES OF OUR ENGAGED EMPLOYEES

### Hand Safety Initiative

- Challenge to reduce/eliminate fixed blade utility knife usage across the company - source of many hand cuts & lacerations
  - Mills and locations locally identified alternative cutting tools
  - Mills and locations shared and benchmarked across the company - broad and active sharing...a catalog of sorts...
- Employee engagement in trialing and testing new cutting tools paramount to success
  - Our employees understood the issue, believed in the process, & internalized the results...across our system
- Result - 90% of fixed blade utility knives removed from our mills

## EXAMPLES OF OUR ENGAGED EMPLOYEES

### Risk Assessments

- Recognition of the importance of rigid pre-task risk assessment process for planned and unplanned tasks
  - Have our employees though about all risks and hazards, in real time, associated with tasks?
- Employees at our mills and sites are engaged in developing local pre-task risk assessments
  - Formal, documented thought process
- System-wide sharing and collaboration
- Goal - make risk assessments part of how we do business → our culture!





## EXAMPLES OF OUR ENGAGED EMPLOYEES

### Leading Safety Indicators

- Develop & focus on leading safety indicators - measure of engagement...a proactive metric
- Two components - locally defined & tracked safety actions, and corrective action completion rate (from audits and investigations)
- Safety Actions defined by local mills and sites - what matters most to measure engagement: risk assessments, audits, JSA's, etc.
  - Safety actions reported monthly and reported as “safety actions per person per year” ... a unique measure of proactive actions
- Allows for focus and tracking from month to month



## LEADERS

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“A leader’s most powerful ally is his or her own example.”

*John Wooden*



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## DOMTAR’S APPROACH TO SAFETY LEADERSHIP

- There is no “silver bullet”!
- To be an effective safety leader it requires a core set of beliefs/principles to be in place everyday!
- Effective Safety Leaders
  - are truly compassionate and care for people’s well-being
  - can articulate and subscribe others to a safe workplace vision
  - set the expectations for success, ensure a “safety first” attitude in the workplace
  - empower reports and others to fulfill the shared vision
  - take corrective actions as required to maintain the course
  - MOST IMPORTANTLY... demonstrate the level of safety commitment and performance you expect



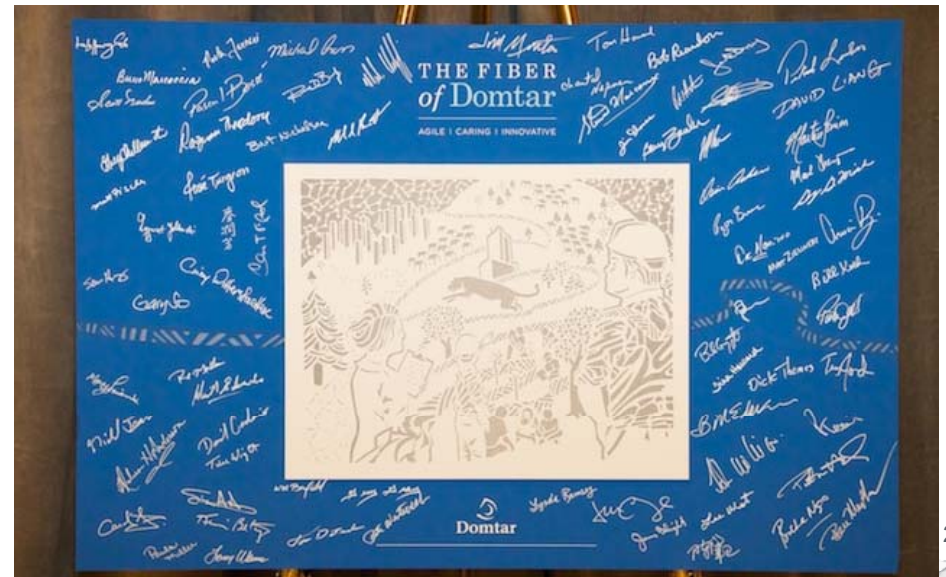
## SOME FINAL THOUGHTS ON CULTURE

- How do we know we are going where we desire?
  - Legacy - where are you? From the mill to the family to community!
  - What are your “customary beliefs”? What will be “tribal lore” twenty years from now?
  - Going beyond the workplace - promoting a healthy lifestyle.



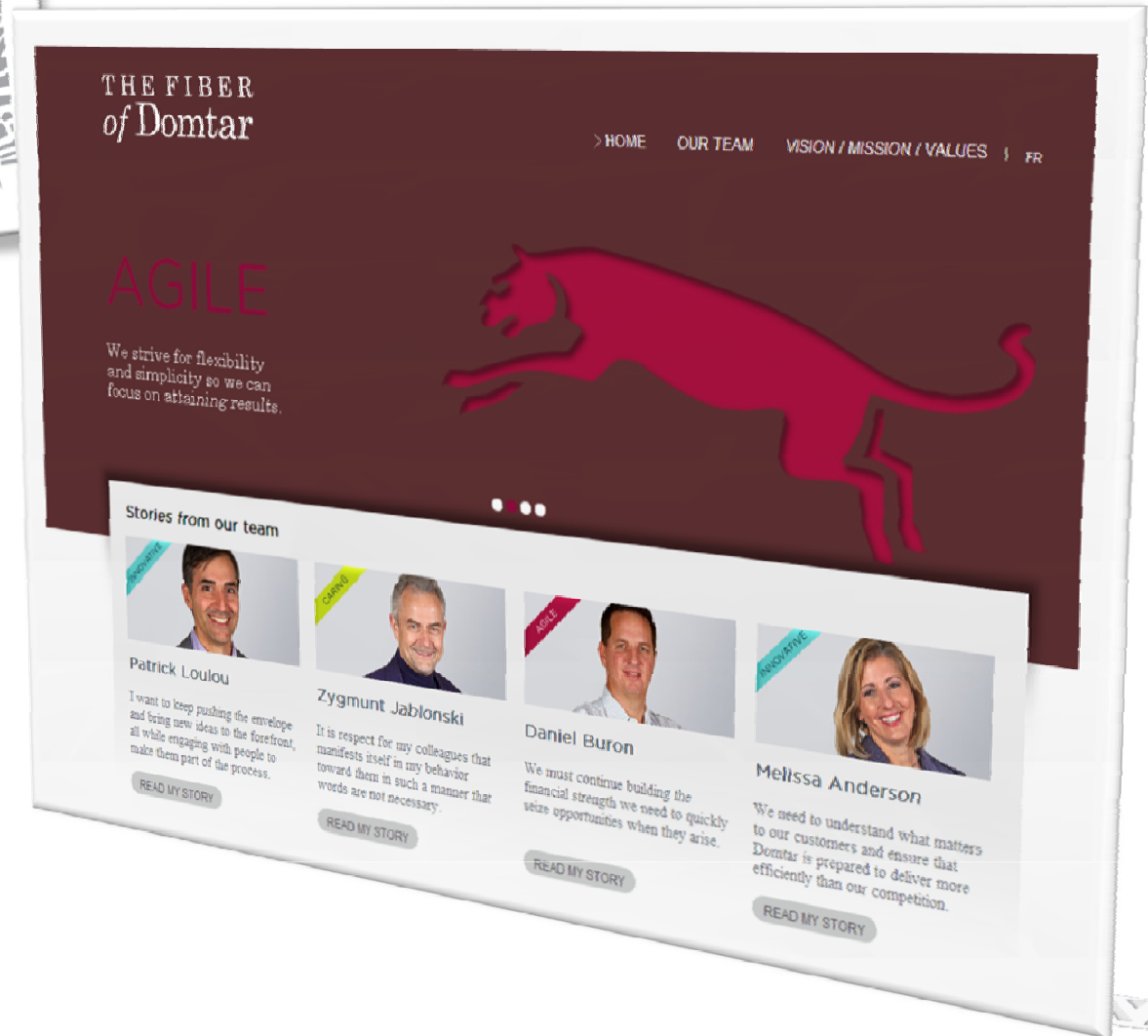


## THE FIBER OF OUR LEADERSHIP





# THE FIBER OF OUR EMPLOYEES



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## CULTIVATING A SAFETY CULTURE

*“Perfection is not attainable,  
but if we chase perfection,  
we can catch excellence.”*

Vince Lombardi

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