



Right and Responsibility To Act

Corporate Office

Effective Date: July 2016

Context/Introduction

One of Domtar's core values is to ensure the safety of all employees, contractors, and visitors at all Domtar locations. In order to enhance our relentless pursuit of safety excellence, Domtar has established the following expectations with respect to the Right and Responsibility to Act.

All personnel on any Domtar site are fully empowered to utilize this Right to Act in the broadest sense of the definition. All employees have the right not to perform any task that is sincerely believed to be unsafe and to intervene so as to prevent others from performing any task that might jeopardize their safety or the safety of others. It also includes the right to help determine, develop, and implement safe methods for accomplishing any such task.

Additionally, this Right to Act incorporates the expectation and responsibility to be engaged and proactively involved in the safe management and execution of all tasks, including, by way of example, serving on committees and attending safety meetings, making safety suggestions, serving on project teams to identify and develop better methods for execution of current tasks, and serving on the pre start up reviews of new or modified equipment or processes. All employees should further exercise the Right to Act by being involved as needed in the training and development of new or newly-promoted employees to be certain they know and execute safe and proper work methods.

All Domtar sites will develop a specific process designed to implement this Right to Act policy. This policy and the site's process will be part of each site's new hire, contractor, and visitor orientation, and the site will provide periodic refresher training to management and employees. Given some variation in operating characteristics across the organization, there naturally will be some differences in how this expectation is executed at individual sites. There will be no exception or variation from the underlying fundamental expectation that all employees, contractors, and visitors are fully empowered and expected to fully exercise the Right and Responsibility to Act to safely execute and improve work at all Domtar locations; there will be no discrimination or retaliation for exercising this right.