



Central Safety Touch Points- Protecting New Employees Through Early, Peer-to-Peer Safety Conversations.

SmurfitWestrock – Dublin Mill

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Who We Are

- Mission Statement: The mission of the Dublin Mill Central Safety Committee is to protect every employee by actively promoting a safe work environment, identifying and correcting hazards, encouraging open communication, and fostering shared responsibility so everyone goes home safe every day.
- Members from operations, maintenance, supervision, and safety.
- The majority of the members are hourly teammates.
- We show up in the mill, not just in meetings.
- Our role is to listen, support, and have conversations before problems turn into injuries or issues.



Dublin Central Safety Committee

16 members representing every major function at the mill.

- Cayse Thomsen
- Tim Fountain
- Michael Bracewell
- Jake Keen
- Rodney Woodard
- Michael Arrington
- Bryan Hooks
- Lee Wyatt
- TJ Mullis
- Justin Smith
- JD Purvis
- Jamie Wilbur
- Taylor Bishop
- Andy Graham
- Nathan Tootle
- Sponsor
 - Jeffrey Clark



What Our Safety Data Showed Us and the Challenge We Identified

- Short-tenure employees remain exposed to higher risk.
- Data by employee tenure showed an opportunity for early intervention.
- Information overload for new hires.
- Limited structured follow-up focused solely on safety.
- New employees are unsure when or how to ask questions.
- This told us orientation alone was not enough, and we had to meet people where they were working.



The Workforce of Today

How can we prevent a new hire from getting hurt?

We can't find and retain good help.

They aren't here long enough to train.

Our workforce changed rapidly after COVID

Shorter Tenure.
Less Experience.
Higher exposure.

This kid is straight out of high school.

What are you hearing in your mill about your new workforce?

This shift didn't change our commitment to safety; it changed when and how people needed support.

What A Touch Point Looks Like

- Committee members proactively meet employees in their work area.
- Peer-to-peer discussion.
- Led by committee members.
- Conversations are peer-based, not supervisory.
- It is focused on understanding, not correcting.
- New employees feel supported early.
- Trust builds quickly through listening.
- Employees participate rather than comply.
- Identify employee needs and help remove barriers to working safely.



Safety Questions We Ask

- These questions are designed to give new employees an opportunity to speak up.
 - Do you feel trained and prepared for your role?
 - Do you know whom to ask when you have safety-related questions?
 - Are you comfortable exercising your SWA (Stop Work Authority) if something feels unsafe?
 - Have you noticed any hazards we should know about?
 - How can we help you succeed in your role?
 - Are there any concerns you have, safety-related or not, that could be making your job harder?



What We've Learned

- Employees speak up when invited.
- Confusion usually stemmed from unfamiliarity, not carelessness.
- When asked directly, employees were willing to share concerns early.
- Employees value being asked how they are doing.
- Took input from teammates to build positive changes to processes.

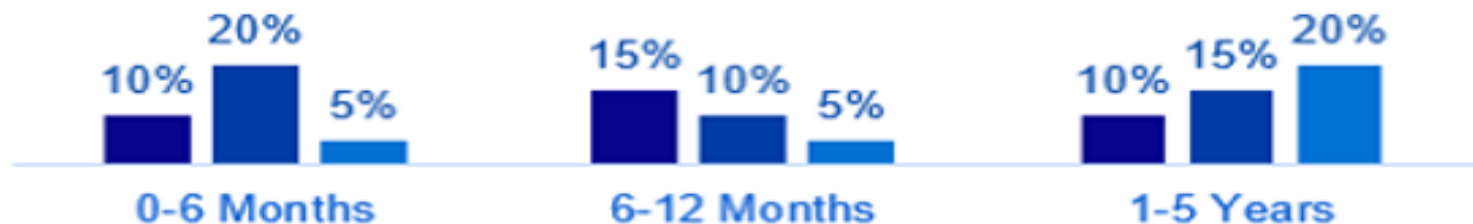


Meaningful Impact

These conversations helped prevent injuries by catching uncertainty before someone got hurt.

- Increased safety conversations with newer employees.
- Earlier identification of hazards and training gaps.
- Improved communication across roles.
- Stronger safety culture at the employee level.
- Since implementation, first aid and recordable injuries among employees with 0-12 months tenure have decreased.
- Increase in the 1-5 Years category were Teammates that were prior to the Touch Points Conversation Implementation. (Tenure of 4-5 years)

Injuries By Tenure



Sustaining The Effort



- Ownership resides with the Central Safety Committee, not an individual.
- Touch Points are now part of routine committee work.
- Feedback reviewed during committee meetings.
- Follow-up actions are tracked.
- Questions evolve based on employee input.
- Apply this approach to other tenure groups to drive injury reduction beyond new employees.

Why This Works Beyond Dublin

- Simple, human-based focus process.
- Requires no capital investment, only leadership time and commitment.
- No special tools or technology required.
- Easily replicable at other facilities.
- Supports long-term safety culture.



In Closing

- Central Safety Touch Points changed how we engage new employees, from orientation to ongoing support.
- Reduction in injuries.
- Safer People. Stronger culture. Sustainable results.
- As a side note retention rates increased also.

Thank You!



