Smurfit-Stone
A CULTURED APPROACH TO SAFETY

Industry leader decides reducing incidents and lost days is a safe bet.

“"We went from telling others how to work safely to visibly demonstrating safety leadership and commitment. DuPont showed us how. Its visible record and safety performance really impressed us.”
—Bruce T. Allred, Corporate Safety Director, Smurfit-Stone Container Corp.

Challenge
Up until the mid 1990s, the U.S. paperboard manufacturing industry operated with a culture that focused more on volume and profitability, with less emphasis on safety. Smurfit-Stone Container Corporation was no exception to the prevailing industry culture.

Smurfit-Stone leadership, however, was determined to sustain growth while eliminating employee injuries. They chose to develop a safety conscious culture and sought a safety management partner. DuPont, with its workplace safety experts, became an essential strategic partner to Smurfit-Stone because of its demonstrated ability to help organizations instill a visible safety culture.

Solution
Smurfit-Stone used DuPont-proven approaches to establish a safety management system called SAFE — “Smurfit-Stone Accident Free Environment.” Safety became a process based on core beliefs and was driven by leaders that took a pro-active involvement in plant safety. The Smurfit Stone Recycling Division also built management skills through DuPont seminars and used DuPont™ STOP™ to help develop a safety culture among employees.

Results
The change in company culture is visible, and Smurfit-Stone has led the paperboard manufacturing industry in safety performance every year since 2001. Smurfit-Stone completed its safest year in company history in 2007 by achieving a 1.05 recordable case rate and reducing the number of days lost due to occupational injuries and illnesses by 48 percent. Over the past decade, the company has achieved remarkable success on many other measures, including an 85% initial improvement in its lost time incident rate, to 0.4 from 2.7.

KEY RESULTS: 1997-2007

- 85% Improvement in lost time incident rate
- 78% Improvement in recordable case incident rate

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SAFE – A Closer Look at the Program
Smurfit-Stone initiated SAFE by assembling the managers of facilities performing in the lower 25 percent of company safety rankings. These managers attended the “Managing Safety for Operations Managers” class taught by DuPont operations managers, and attended a half-day meeting with safety personnel and the president of Smurfit-Stone. By the end of the year, these facilities were outpacing the rest of the company in safety performance and Smurfit-Stone determined that all managers should attend the training.

Smurfit-Stone has taken more than 1,000 operations managers through the DuPont “Managing Safety” since starting SAFE, and all senior corporate officers attend DuPont “Executive Overview” safety seminars.

Steve Klinger, President and COO of Smurfit-Stone states, “Thanks to our outstanding level of employee involvement, we have reduced occupational injuries and illnesses by nearly 90 percent since launching our Smurfit-Stone Accident-Free Environment process in 1995.”

Driving Employee Engagement Through DuPont™ STOP™
Smurfit-Stone’s Recycling Division wanted to create a culture where people would talk about safety, intervene in safety matters and share their experiences across the organization. Smurfit-Stone implemented DuPont STOP™ for Supervision across all its reclamation facilities, which today include 25 production sites, 4 sales offices, and 700 full-time and numerous temporary employees.

Jeffry J. Melliere, Safety Manager of the Reclamation Division believes, “One of the key reasons we’ve performed better than other divisions is because of STOP™. Its ease of implementation and availability in multiple languages helps new employees quickly catch up to our safety excellence. And DuPont’s use of training consultants who have ‘lived the experience’ of managing site safety have lent a great deal of credibility to our training.”

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At the Center of Safety Improvement: A Safety Culture
With the implementation of SAFE, Smurfit-Stone began not only to dramatically improve its own safety environment and performance, but to establish new safety standards in this high hazard industry.

Rather than simply swap one safety program for another, Smurfit-Stone built a safety culture that trickled down from executives and managers to employees at all levels and sites. The approach yielded a flood of subtle but effective results. Employees express that safety training is a company priority and that leadership recognizes and values the importance of all employees in identifying and driving safe behavior changes.

Industry Recognizes Safety Leadership
Today, Smurfit-Stone is recognized as a leader in safety performance in the pulp and paper industry. The company has earned numerous awards from such organizations as the Pulp and Paper Safety Association (PPSA), the American Forest & Paper Association, and the Fibre Box Association.

In fact, in 2005, Smurfit-Stone Chairman and CEO Patrick J. Moore received the PPSA’s Executive Eagle Award in recognition of his firm’s commitment to industry safety and significant contributions to the improvement of safety and health programs within Smurfit-Stone.

“We transformed from a company without a defined safety process to a company with a safety process and a safety culture that demands meaningful involvement in continuous improvement by everyone. DuPont has been an essential partner in this evolution. Their proven track record and experience were invaluable. We are currently expanding the use of STOP™ for Supervision and STOP DataPro™ from the Recycling Division to other areas of our company, and we are actively working with DuPont to capitalize on additional new opportunities improvements.”

—Bruce T. Allred, Corporate Safety Director, Smurfit-Stone Container Corp