

JAN 19—FEB 19

EDITION 26

THE SPLINTER

AKD EMPLOYEE NEWSLETTER



"AKDs version of Abbey Road" maintenance team pictured — Chris Lidgerwood, Sam Perkins, Daniel Anderson and Mathew Parker

AKD Future Leaders

*AKD is developing
our future leaders*

AKD employee in motion

*Colacs Darcy Osborne makes
the move to AKD Caboolture*

AKD internship

*AKD offers internship to
school leaver*



www.akd.com.au
news@akd.com.au

Jason Delany - 30 Years Service at Tumut

The team at AKD Tumut would like to congratulate Jason on his 30 years of service. Jason started his Electrical Apprenticeship as an 18-year-old on the 21st February 1989. After his apprenticeship Jason was a shift Electrician for 6 years before he moved into the role of Planer Mill Electrical Coordinator. Recently Jason has moved into the role of Electrical Supervisor.

Jason has been involved in the significant improvement in Safety standards at Tumut over the past 30 years. That has included improved isolation and more guarding systems.

"I have seen some massive changes and upgrades in my 30 years on the site, safety being the number one in such a positive way. The skills of the trades people have also improved significantly over 30 years. I have enjoyed training apprentices, who have come through the ranks to become first class trades people. I have also seen major changes over 30 years to the optimisation with major improvements to the scanning systems".

"The AKD acquisition was in the middle of a busy time of the year for us, although that pretty much means situation normal. In saying that, it will be refreshing to work for a company that is willing to be part of and wanting to put back into the community to be honest".

Outside of work, Jason's spare time is juggled between playing soccer and riding. Otherwise Jason is coaching, supporting or travelling to and from the vast number of training sessions, games and carnivals for his children's varied sports.

Jason with his partner Kirsty have 5 children aged from 10 to 16 - 2 boys and 3 girls.

He has recently been involved in fund raising for the MS Foundation riding 82 kilometers in the Sydney to Wollongong Gong ride and more recently in the Tumut Classic 75 kilometers bike ride raising money for the Tumut Hospital. Jason is also a long-suffering Parramatta supporter and a Liverpool supporter in the EPL.

Gordon Kelso—Mechanical Supervisor

"Congratulations to Jason for 30 years of service. Jason is an integral part of the leadership group. He has a wealth of knowledge and a credit to the team he has developed and built around him. Thank you for your tenacity in improving the culture in Tumut."

Rab Green—Tumut Site Manager



Left: Jason, Matt Kirsty (partner) Jack, May, Cindy,

Gemma,



Ray Lattimer, longest serving employee at Caboolture - 35 years!

In November 2018, Ray Lattimer from the Planermill achieved an astounding 35 years of service at the Caboolture site! Ray is currently the longest serving member of the Caboolture team and holds this prestigious title with pride! Everyone enjoys Ray's friendly banter and he is a pleasure to have in our work-crew. When Ray started his sawmilling journey he began by hand stacking green sawn boards which were air-dried! He has since worked in many roles including grading, remanufacturing, treatment, forklift duties and as a Team Leader. Ray believes the Caboolture site is "worlds ahead of the past" with old unsafe practices now gone, as today we collectively do not tolerate the old ways.

Outside of sawmilling, Ray enjoys working in his substantial tropical garden, in which he has hundreds of palm trees. He and his partner Angela love the local coastal region, taking their dogs for regular beach trips around Mooloolaba. Ray and Angela also love to travel and have done several big trips abroad in recent years. They have done substantial trips through the UK, Europe, Canada and Alaska, and everyone in the Planermill enjoys the photos Ray sends back of him having a great time. Ray loves to joust words with all the Broncos supporters around the site, as he is a very proud Cowboys man.

We are very lucky to have Ray at Caboolture, he is a key member of our team who always gives his best and is a big part of why we feel like a family more than a workgroup. If you talk to Ray he is very excited to see the future development of the site, as for 35 years he has seen it grow and grow, and will now be part of the next big expansion.

James Price, Dry Process Manager

"Congratulations Raymond, fantastic effort mate. The discipline, energy and fun you bring to the team is something you can be proud of. Long live the Cows"

Greg Levinge—Caboolture Site Manager



Ray and partner Angela in Kendal, Northern England, 2018.

Congratulations Bradley on 20 years service at the Yarram Sawmill

Bradley Cross, also known as Crossy, celebrated his 20th year at the Yarram Sawmill on 4th February 2019.

Brad is considered an 'all rounder' at the Yarram Sawmill since commencing he has been exposed to many tasks, mainly in the Greenmill. He still remembers his early days having to hand-stack packs of palings. Since that time he has filled the different roles of driving forklifts, operating the Paling Stacker, running the Stenner saws, MEM saws and Structural Stackers.

When speaking to different Supervisors about Brad the common line of discussion or first words are, he is versatile, reliable, has a can do attitude, and is a real "no-fuss bloke."

Brad is what would be considered a local as his mum was the Alberton Railway Station Master for many years and Brad was raised in Alberton. Before coming to the mill he was working on farms in the Dairy Industry. In fact Brad can recall working here before it became a sawmill. He tells stories of grubbing weeds and dodging cows during ear tagging of the calves on the original property that became our mill.

His many hobbies revolve around the outdoors; fishing, motorbike riding and bush walking. He is always good for a chat during the tea breaks.

I have always found him good for a laugh, he consistently sees the funny side of things. Always calling me Mr Clarke [*I thought that was my dad*], regularly willing to help out. His approach to safety on all occasions has been practical and supportive of the direction the sawmill needed to go in.

I am sure all at Yarram would like to say "Congratulations Brad and thank you for your many efforts over your 20 years here at the mill."

Graham Clarke OHS Advisor Yarram.

"Well Crossy hard to believe its been twenty years. We have seen many come and many go and so many changes. We have had good times and had tough times you more so than most but you have always bounced back and managed that sneaky smile and just keep on sawing wood. Hope we get a few more laughs together and another few years working together" - John Marshall



Bradley passing on his knowledge to Susanne



25 years service at Tumut Sawmill -

Tim Crampton

Tim started his electrical apprenticeship on 31st January 1994 when the Tumut Sawmill and the Pine Panels site were both owned by CSR. Tim completed his apprenticeship with the Panels plant and then transferred across to the Sawmill operation in 1998. Tim worked as a Shift Electrician on a 7-day, 12-hour roster for 4 years. He then moved into a process control role for a few years, and then into his present-day role as the Green Mill Electrical Coordinator.

Over the 25 years, Tim spoke of the major changes to electrician isolation, guarding, improvements in optimization systems and being involved in the major improvements in safety. Tim looks forward to making further improvements with AKD. Tim like many is excited about the new Bioluma optimization system being installed in the greenmill and the challenges involved in bringing the next generation of electricians through from apprentices to trades people.

Tim is married to Michelle and they have 2 children Abbey aged 12 and Will who is 9 years old.

Outside of work Tim is a very keen sportsman who enjoys cricket, basketball, golf, tennis and is a first-class lawn bowler who has made multiple state finals and is the current club champion. Tim has organized for AKD to support 3 teams under the company name in the twilight business bowls with the Electricians, Fitters and Admin staff supplying teams in this event which is currently being run over 8 weeks.

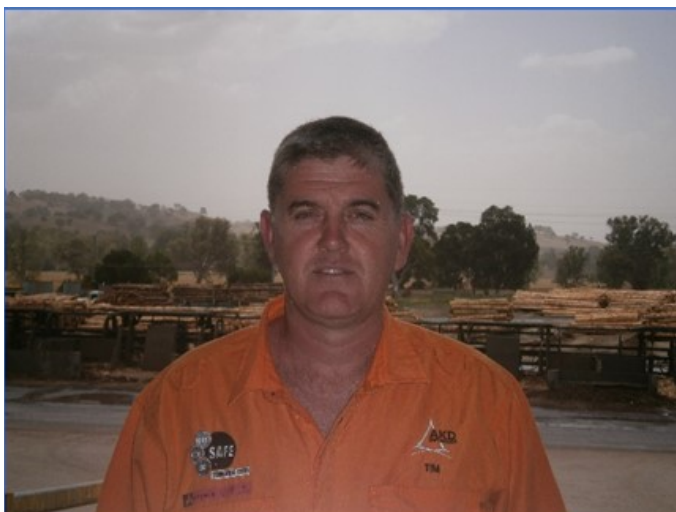
Tim also enjoys coaching his daughter in basketball and spending time camping with family. Tim is a Paramatta Eels supporter in the NRL and enjoys doing supercoach in the league season.

Well done Tim and congratulations on 25 years of service.

Gordon Kelso—Mechanical Supervisor

Well done Tim on your service recognition. A milestone you should be very proud of. Your skill and knowledge has been the key to Tumut's improvements on site. Thank you for being a great mentor for the apprentices coming through.

Rab Green—Tumut Site Manager



Above: Tim, Michelle, Will & Abbey at Kiama

Darcy Osborne—Colac to Caboolture

AKD Employees in Motion!

Darcy Osborne joined the AKD Caboolture team in mid 2018 when he transferred from AKD Colac. Darcy came to Caboolture extremely well regarded from the Colac team, and at Caboolture we rubbed our hands together because you can never have too many good people in your team! Darcy quickly fitted in and after earning his stripes learning the Planermill machine centres Darcy started to take on further responsibilities. Darcy is now excelling as a Planermill Team Leader, helping the team and line grow as we expand operations across multiple shifts and product ranges. It has been a fantastic win-win with Darcy's personal life and Family benefiting from the change, and the Caboolture site gaining a great young leader from within the AKD employee family.

James Price, Dry Process Manager

Darcy's Story—

I am a father of three beautiful children with my amazingly (way out of my league) partner Shari. My daughter Isla developed Eczema when she was about 6 months old. It started off as a small patch on her arm but as she got older the Eczema became more aggressive and spread across her entire body making her life difficult. We had tried everything to try get it under control but nothing seemed to keep the Eczema away.

It wasn't until we had heard from other people's experiences that the humid weather up North seemed to have a positive effect on their Eczema. Shari hassled me for quite some time to move North but I wasn't that keen to up and leave my life I had in Colac.

Queensland had never crossed my mind as a place I would like to move to as I was quite happy in my little town of Colac with a great network of family and friends. I loved my job and the team at AKD Drymill Colac who I do miss, especially purposely annoying my old supervisor Johnny and giving my greatest scares to anyone in the Q.C room.

It wasn't until I heard about AKD potentially buying a sawmill in Queensland that I started to humour the idea of moving up here. Once the purchase was complete I was determined to transfer up North and give it a crack.

After many discussions with Johnny I summed up the courage to talk to the Drymill Manager about wanting to transfer to the new Caboolture site. Steve was obviously absolutely devastated that I wanted to leave and it took him some time to calm down and come to terms with it. Steve supported me and started planting the seed with the Caboolture Planermill Manager James Price, of a young gun down-south who was wanting to transfer up North.

After organising a trip up for a look at the Caboolture site and a meet and greet with the Caboolture Team, my mind was set - we moved North in July 2018.

The transition has been smooth with the help from Scott and James and I'm enjoying my new role with the Caboolture Planermill team. The only issue I've had was that I didn't know who the king of Queensland was... (Wally Lewis), which almost caused a riot in the Planermill and almost had me sent back to Victoria. It's been a massive change for myself and my family, with huge improvements in my daughter's skin already in the short time living here.

I'd like to personally thank Johnny Stephens, Steve Baudinette, Clark Rodger and Shane Vicary for helping me work towards getting transferred up to QLD. I would also like to thank the CAB crew Scott Steer, James Price, Greg Levinge and Craig Neale for supporting me and giving me guidance over the past 6 months, and to all my new CAB team members for making me feel welcome.

-Darcy Osborne, Planermill Team Leader Caboolture



Darcy Osborne pictured with children Jedy, Lore and Isla



Darcy pictured with his partner Shar and kids Jedy, Lore and Isla



Darcy and CEO Shane Vicary onsite in Caboolture

Colac and Irrewarra Christmas shutdown a success

In December and January the Annual Christmas maintenance shut was completed across both Colac and Irrewarra sites and we had a really successful shut. We measure shuts on the following criteria; work completed against Plan, Cost, Safety and ultimately how the plant starts up. A successful “end of year shut” sets up the whole year, and can determine how successful our year will be.

We changed our planned shut dates with about a weeks' notice due to market conditions and the shut was extended. We straight away saw an opportunity to maximise the additional time. This could of resulted in chaos but with the planners and areas fitters “on the ball” we were able to re-plan the shut in a short period of time. The shut work outcome was great with most areas completing more than what was originally planned at a lower cost. The main reason being we used our own team rather than contractors. Our guys know our plant, they work to a higher standard, and they care. So not only did we complete more activities but to a higher quality. This year again we used TA's (trades assistants) sourced from the Operations Team. Having our Ops Team provide help as TA's really lifts the effectiveness and efficiency of our Trades people and makes their life easier. It enables them to spend more time on value add activities, where their specialist skills are utilised. It also gave the Ops Team involved an understanding of what we actually do over the shut and also helps them understand the internal workings of the machine centres. Thank you to Operations Team for their support.

Safety wise we had one minor incident with a jammed finger, not bad with all our guys working in disrupted conditions on some testing hot days as well. JSA's were completed for all tasks and guys completed the “Take 2” principles which was great. A safe shut is paramount, no compromise.

Then the start-up is next when judging a shut. Gone are the days when we fire up on the Monday and hope for the best. With a lot of help from Operations, Saw Doctors and Electrical we had the plants running on the Friday before start-up which leaves the final weekend for last minute correcting or changes (or challenges). Most machine centres started well, with a small issue with the Edger at Irrewarra requiring some extra work over the weekend. The bonus from this was most guys were able to have a weekend off before the mills “cranked up” for the year.

I would like to thank everyone who was involved in the shut from Schedulers/Area Fitters and Stores guys to Fitters, Fabbies, Mechanics, Saw Doctors, Sparkies and our TA'S! It was a fantastic team effort.

Paul Muscat—Engineering & Reliability Manger



Internship for year 12 school students

We interviewed Reegan Harty who has worked with us at AKD Colac for the past 12 months on a “GAP YEAR” internship program that allowed him to get a feel for different departments throughout our organisation. Reegan was our first ever Gap Year Intern.

Tell me how you first got involved with AKD?

I was first involved with AKD when I was part of the Trinity High School ‘Mindshop Excellence Program’ in year 10 (2015) which was a work experience program. After finishing year 12 I wanted to have a GAP year working locally and I contacted Shane Vicary (who I knew through cricket) to be a referee. Shane suggested instead I come down to AKD for a friendly chat which unbeknown to me at the time was an interview. He had the idea of an internship/gap year program and it just went from there.

What was your first impression?

I was pretty nervous coming straight out of school with no prior work experience and being put in an environment with lots of people I didn’t know. I started in the Stores and it felt like there was a million different parts in the store which I had no idea what a majority of them were. It was a great place to start as I met heaps of people and everyone was supportive and helpful.

What has surprised you most?

How big the company is and how it has so many different areas and departments that all play their own part in the organisations success. In addition, how quickly the company can grow, when I started in December 2017 there was roughly 450 employees and since acquiring the other mills it has now grown to over 1200 employees. Most AKD employees are really friendly willing to give up their time to help you learn and gain experiences in different areas. This supports a quote a great man once told me - “*culture eats strategy for breakfast*”.

What would you tell someone thinking about doing an AKD internship?

Do it! You may think there are more appealing places than a “sawmill” to do an ‘internship’ or have a gap year. But at AKD there are so many different areas which you can experience and AKD will go the extra mile to help you further your knowledge and experience. The hours are consistent which helps with work/life balance. It is also a great place to increase your people skills as being around multiple employees and interacting with customers or suppliers is huge for your development and giving you confidence as a young person which will benefit you in life and at University.

What do you do when you aren’t working?

When I’m not working I’m involved with sport, during the summer I spend majority of my week nights at the basketball. If I’m not playing I’ll either be annoying people there or umpiring. I also play cricket for a club called Murgheboluc in the Geelong Cricket Association. During winter I’ll occasionally pull on the footy boots and have a run around for Colac Imperials.

What are your plans for next year?

Next year I’ll be studying Physiotherapy at ACU in Ballarat.

What departments have you worked in and which one is your favourite and why?

I have worked in Stores, Finance, Reception and Sales I also spend a few weeks at Corio Bay Physio which have all been great and all involve different tasks and people. It would be hard to choose a favourite as each department is full of great people and each department had its own benefits.



Reegan (far left) pictures with stores Brent Hateley and Glen Lacny

AKD welcome two new Senior Managers— Christine Briggs and Kim Harris

Hi, I'm Christine, I started in the timber industry about 30 years ago working for CSR – I thought at the time I was applying for a job with the sugar division! I have worked mainly in Australia but also had roles covering New Zealand and worked for a period in North America with Weyerhaeuser. In my early 20's, I lived and worked at our Tumut, NSW mill. Most recently I was with Timberlink as their General Manager Marketing. I love the down-to-earth nature of our industry and what attracted me to AKD is the people and values, along with joining at an exciting time of big expansion. I look forward to bringing Marketing into AKD with more product and market development, helping us keep non-timber substitutes out of our markets and bringing more of an external view of macro business drivers. I love cooking without a recipe but a glass of wine in my hand. Cheers and looking forward to meeting everyone and working with all of you.

Christine Briggs—Marketing Manager



Hello I'm Kim. Previously long time employee of Carter Holt Harvey and its previous owners. 38 years in the industry covering most sawmill activities in the last 15 in Compliance, Technical and R&D. I am really excited to be joining AKD. It has entered an exciting time for all of its owners and employees and has huge opportunities going forward if we stay safe, work hard, have fun and get it right. AKD has presented to me a fantastic culture and the people have been really welcoming, friendly and helpful. Outside Work I enjoy boating, fishing, camping, 4 wheel driving and motor racing. I am really looking forward to working with everyone and hopefully can help AKD achieve its goals.

Kim Harris— Technical Manager



AKD Caboolture welcomes new staff— Casey Snow

Casey is our new Senior Mechanical Engineer based in Caboolture. He is responsible for supporting the operations and process improvement teams. Additionally, he will assume the project management role for upcoming site development projects (once he learns how a sawmill works).

Casey has over 20 years of engineering experience across multiple industries: electronics, steel fabrication, automotive, material handling, and life sciences. Prior to joining the AKD team, Casey spent 8 years working across the US and Europe on design and construction of pharmaceutical manufacturing plants.

Originally from the United States, Casey and his family have been in South East Queensland for just over one year. They relocated to Australia to enjoy the lifestyle that is only available on the Sunshine Coast.

Outside of work, if Casey is not in the gym, on a mountain bike, or reading a book, he is cheering his daughter in whatever new Australian sport she is giving a go.

I have no doubt that Casey will play a vital role in the Caboolture Sites growth and development. His skills and experience will compliment and support the site teams now and into the future. Welcome to the team Casey!



New Amenities For Caboolture Kilns & Boilers

After years of having to walk some distance to use the amenities in the Greenmill or the Drymill, the new amenities block has finally arrived in our area at the Kilns. After hearing from the team “we’ll believe it when we see it” quite a few times, it has been great to see how excited the staff were when it was actually being unloaded. They are now believers!

This enables our team to conveniently access clean toilets without having to walk to other areas of the site. It is being situated at the back of the boilers alongside the now defunct old kilns (which we are planning to remove in the future). It is in close proximity to the boiler and kilns office. The inside will be easy to keep clean and the staff are looking forward to having a good clean washroom with all the benefits. The unit also has a shower facility, a washer and dryer so the staff can freshen up after any particularly dirty jobs. This is a welcome benefit when performing 12 hour shifts on a 24/7 roster as the kilns and boiler staff do. Fantastic to see AKD complete this project as one of their first priorities after broken promises from others.

Bryan Downs—Kilns and Boilers Supervisor Caboolture



News from Caboolture stores

This month sees our stores area upgrade getting into full swing with the first stages of our 5S Housekeeping program nearing completion. Although this is just the start of our journey it is important to acknowledge the time and effort our stores and maintenance teams have invested thus far, with a special mention to our new Stores/Purchasing Officer Chris Rosanes for his efforts.

As you can see in the before pictures on the following page the stores area was long overdue for an overhaul. The team used to lose time searching for goods and expected deliveries, and the messy layout was a safety issue. This caused real frustration and reduced the effectiveness of our teams.

The 5S methodology for housekeeping was selected as it will deliver improvements in quality, productivity, safety and also lift morale. These all combine to improve our effectiveness and productivity which will in turn lead to increased profitability. A tidy site helps create a sense of pride and changes behaviours as you are more likely to spend that bit of effort to constantly keep an area tidy. Our stores is also an area that is at the entry of our site and hosts external visitors, further motivation to ensure the function and presentation is first rate. Do it once do it right!

Once the 5S for Housekeeping program is complete we will expand the program to include Spare Parts Management and Inventory Control based on the same 5S principles. Through the **SORT** stage we have identified and isolated redundant stock items and removed any older items that were not catalogued store stock and determined no longer required for use on site. It's just like cleaning old unnecessary junk out of your shed, you just have to do it!

In preparation for the second stage **SET**, we have completed the installation of several new bays of pallet racking and the creation of a dedicated motor store area. The new racking will allow the safe storage of our larger spares (motors, gearbox's etc) of which have historically sat at ground level reducing overall storage capacity, creating safety hazards and generally looking unsightly.



First section of new pallet racking installed

To facilitate the use of the new pallet racking we have recently taken delivery of our new stores forklift, it even came in the right colour scheme!

The 5S housekeeping works outlined above, coupled with recent stocktakes and cycle counting activities (53 over 3 months) puts us in a position where we have an accurate account of store stock required to support site operations and we have both the storage capacity and desire to ensure we maintain the area to acceptable standards .

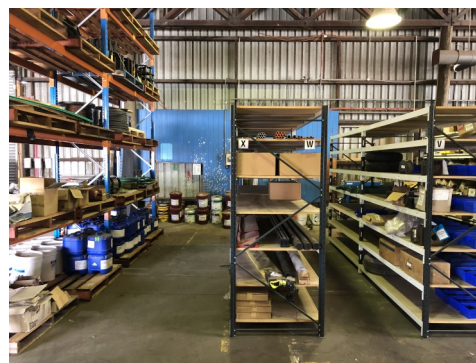
Fantastic to be supported and encouraged to invest in our Stores department. The stores effectiveness is critical as it supports the rest of our site. From the pictures below the outcome looks great, we are clearly at the (SHINE) stage and need to work on SUSTAIN.

Michael Short – Maintenance Manager Caboolture

BEFORE



AFTER



AKD is Developing Our Future Leaders

Leadership Management Australia's courses are designed to facilitate a permanent change in the attitudes and behaviours of Team Leaders – making them more organised, productive, and efficient.

The benefits of these courses are two-fold, they provide **AKD** with more highly trained and capable Team Leaders, and after successful completion of a course you receive National Accreditation.

This is referred to as a **Win-Win Goal**. Throughout the course you are encouraged to make 3 or 4 Win-Win goals that help you achieve something personally that will also benefit the company you work for. Another example of this would be if your employer paid for you to get a forklift ticket. They gain a forklift operator and you received a licence, making you a more valuable employee.

One of my goals was to introduce a system that made it possible for our team to submit written feedback regarding production issues, solutions, and improvement ideas.

This has been added to the reverse side of our daily roster and has led to the more organised flow of information from machine operators to the management team. As a result of our team making notes throughout the day our regular conversations are more often work related and focused on production. It has also led to the implementation of more than one production improvement idea.

**PEOPLE CAN ALTER THEIR
LIVES BY ALTERING THEIR
ATTITUDES.**

William James



Pictured; Gordon McKenzie (Student), James Price (Mentor), Bryan Downs (Student), Christian Gibbs (Mentor)

“It is not the theory behind improving your performance or leadership skills that gets results, it is the application of that theory in the workplace.” Within each course **LMA** holds you accountable for your progress by tracking your Win-Win Goals and the improvements you have introduced to your Team or workplace.

Whilst participating in the “Success Strategies for Team Leaders and Supervisors” course I was required to attend a class, with 15 other Team Leaders, each fortnight. We discussed the different challenges we each faced within our teams and work areas and I think one of the greatest benefits, for me, from the course was my exposure to this group of experienced managers and supervisors.

The course was enjoyable and I’m grateful that I was able to take part in it.—Gordon McKenzie

“The process of learning undertaken by the AKD team who have partaken in the LMA process has provided benefits to the business. Specifically in the collaborative discussions held with people who are facing similar leadership challenges in other industries. The results have paid off in higher levels of team engagement, and a true transformation in our leaders”

– Christian Gibbs, Green Process Manager

**WHETHER YOU
THINK YOU CAN, OR
YOU THINK YOU
CAN’T. YOU’RE
RIGHT.**

Henry Ford



AKD Apprenticeship Program

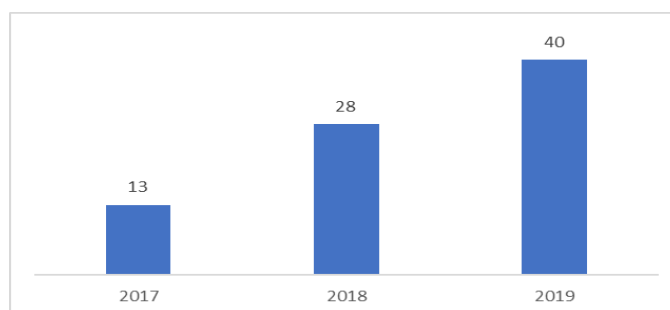
AKD is very proud and excited to announce that in 2019 our apprenticeship program has gone **NATIONAL!** We have welcomed 15 new apprentices into the program so far in 2019, across four of our sites, with a further two Saw Doctor apprenticeships still to be filled.

The Apprenticeship Program is very important to AKD and is a fantastic demonstration of our commitment to AKD's purpose which is **"to ensure we have a truly sustainable company"**. The program has direct links to our core pillars, in particular:

- 1. Taking a long term view** – rather than just hiring qualified tradespeople, we see each apprentice as an individual investment in their future and the future of AKD.
- 2. Being internationally competitive** – we want our trades/technicians to be the best in the industry.
- 3. Developing high performance teams** – by training and developing highly skilled and committed tradespeople who will contribute to the performance of our teams.

It was very encouraging to see the high volume of interest in these apprenticeship opportunities and we would like to congratulate the successful applicants who were offered an apprenticeship. AKD has been committed to apprentices for several years and has expanded the program in recent years as several individuals who have progressed through the program have moved into leadership and specialist roles within the business.

AKD Apprenticeship Program Growth



AKD is a diverse business which requires diverse skills. To support this, we have a range of apprenticeship qualifications being supported. With the commencement of these new apprentices we now have the following apprentices:

- 6 Saw Doctors
- 8 Wood Machinists
- 7 Electrical
- 17 Mechanical Fitters
- 2 Fabricators

It is with pleasure that we introduce our new apprentices:



Yarram have appointed a Fabrication Fitter- Justin Barron and a Wood Machinist- Matthew Camburn, both from the production area.



Caboolture have appointed an Electrician- Zackary Sims and a Wood Machinist- Brayden Woodall, also from the operations area.



Tumut have signed up an additional three apprentices. Electrician- Will Booby, Mechanical Fitter- Raymond McDonald, Sawdoctor- Jessie O'Brien.



Colac have assigned, 3 x Mechanical Fitter, 1 x Fabrication Fitter, 2 x Wood Machinist and 2 x Electrical. All to new trade apprenticeships.

From left to right- Judith Enetema, Kieran Nicholls, Joshua Van Bremen, Joshua Sugar, Ben Bickerton, Luke O'Shannassy, Chris Day and Michael Thackaray (absent).

Chris transferred from our mechanical area, Michael and Luke were external candidates and Judith, Kieran, Joshua, Joshua and Chris were previously in various operational roles.

Another benefit of our national footprint has been the opportunity for our apprentices from the various sites to meet and develop relationships while at their TAFE training blocks. This also helps to support networking between our sites.

A great recent example of this is all of our Sawdoctors attending Riverina TAFE in Tumut NSW, which is recognised as the preferred training facility with modern equipment and informed trainers. The AKD representatives learn together, work together, share information of different sites and even relax together after a hard days training.

The truly great outcome of the AKD Apprenticeship Program is that while it supports the business' purpose it also provides these individual employees with skills, experiences and a nationally recognised qualification that will stay with them for life.

Best of luck to the 2019 apprentices!

OPERATIONS

A piece of timber sawn from a log in Colac and ending up as a piece of M10 Structural will be scanned and/or tested a minimum of **13** times before making it to a customer.

EWP

Treatment Plant treated **27,448** Packs of treated timber for 2018

DRYMILL COLAC

22% of drymills workforce are female

PURCHASING

We use over **650** types of bearings at AKD Colac/Irrewarra

PORTLAND PINE

Portland Pine produced **216,965** standard fence posts—enough fencing to go from Colac to Haywood

JELFOR

Jelfor Timbers' makes treated pine poles that are often used by orchards to hold up bird netting, shade covers and wind breaks.

Congratulations! Congratulations to the following staff on reaching a milestone this Dec-Jan 2019

NAME		START DATE	YRS SERVICE	SITE
Sproules	Tim	6/01/2014	5	AKD COLAC
Hardwick	Nathan	13/01/2014	5	AKD NSW
Matthews	Daniel	13/01/2014	5	AKD NSW
Angus	Jaden Lee	13/01/2014	5	AKD COLAC
Muscat	Paul	13/01/2014	5	AKD COLAC
Flanigan	Robert	13/01/2014	5	AKD COLAC
Tipple	Kenneth Robert	13/01/2014	5	PPP
Biddle	Jason	20/01/2014	5	AKD COLAC
Hursey	Delice	29/01/2014	5	Gilmore
King	Elizabeth	31/01/2014	5	AKD NSW
Hession	Aiden	12/02/2014	5	Gilmore
Wood	James	17/02/2014	5	AKD COLAC
Te Kiri-Tuwairua	David	24/02/2014	5	AKD COLAC
Cross	Bradley	4/02/1999	20	AKD Vic
Dunlop	John Anthony	5/02/1999	20	AKD COLAC
Allen	Rodney	8/02/1999	20	AKD NSW
Crampton	Timothy	31/01/1994	25	AKD NSW
Manning	Tracey	18/02/1994	25	AKD NSW
Crane	Jason	18/02/1994	25	AKD NSW
Delany	Jason	21/02/1989	30	AKD NSW

FÜN FACTS



- **65 percent** of people make New Year's Resolutions; (**9.2 percent** follow through!).
- The first New Year was celebrated 4,000 years by the ancient Babylonians.
- 907kg of confetti are dropped on the crowd in Times Square at midnight.
- The largest celebration in Australia is held in its largest city: Sydney.
- 22% of us admit to falling asleep before midnight.
- Woman make up to 8 New Years resolutions whereas men make up to 4 every year.
- 360 million glasses of champagne or sparkling wine are consumed every New Year.

New Employees - WELCOME TO THE TEAM

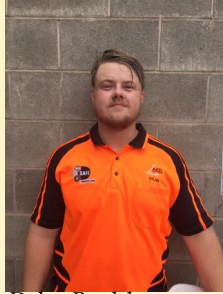
AKD welcomed these new employees in Jan– Feb 2019
and encourages everyone to make them feel welcome and work together to keep them
safe.

New employees are encouraged to ask a lot of questions, so please help them out.



Mackenzie Lawrence

COL – DMC



Dylan Bradshaw

COL - DMC



Troy Missen

COL -DMC



Jonathon Braid

COL -EWP



Jessie O'Brien

TUM-SAW



Casey Snow

CAB – MECH



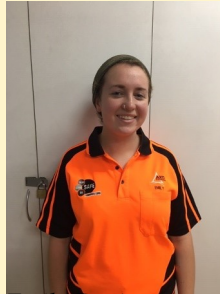
Kieran Anderson

IRE – GMI



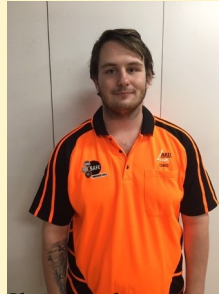
Casey Anson

COL – DMC



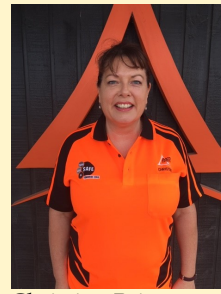
Emily Davis

COL – DMC



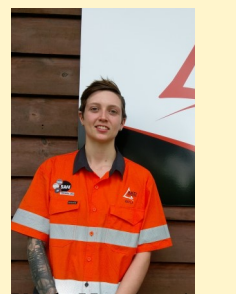
Chris Boyd

COL – DMC



Christine Brigg

MARKETING



Kayla Hansen- Auster

CAB



Luke Oshannassy

COL – ELE



Mitch McGlade

COL – GAP YEAR



Kim Harris

TECH



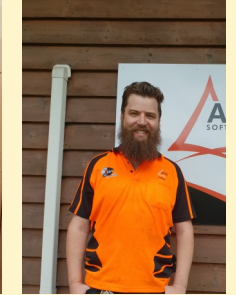
Aaron Tebble

COL – DMC



Ryan Burnett

COL – GMC



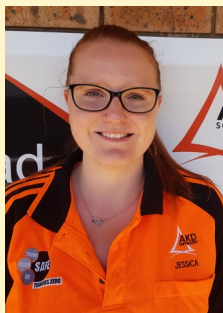
Shannon Murray

CAB



Raymond McDonald

TUM – ENG



Jessica Breakwell

TUM – ADMIN



Will Booby

TUM – ELE



Kea Anderson

YAR – GM



Damien Rocka

COL – DMC



Spencer Cockrane

COL – EWP



Sarah Lawrence

COL – DMC



Tom O'Farrell

COL – GAP YEAR



Jeannette Mitchell

COL – DISPATCH

Safety, Health & Wellbeing

Another big year ahead—what really matters?

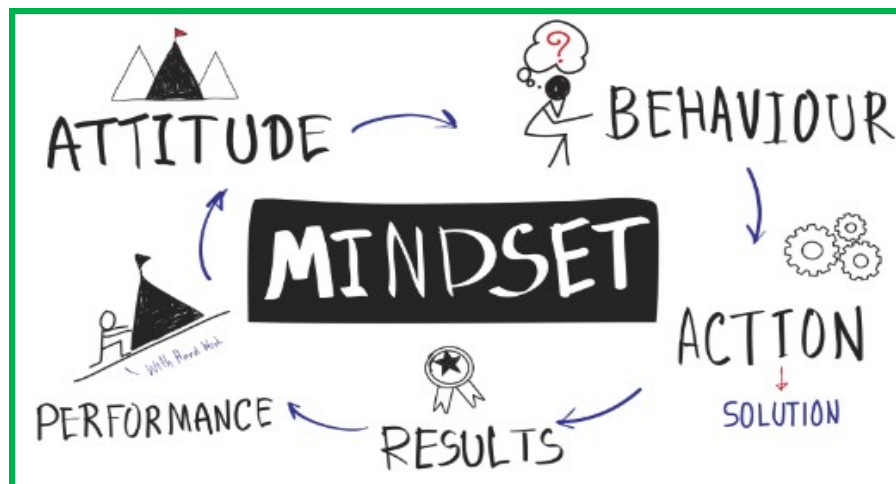
I'm not sure if anyone else feels the same, but boy that Christmas break went way too quick! Before I knew it, we were back doing the 2019 Safe Start Up.

As we move into another year, it is important to hit the 'reset button' and that is the purpose of holding the Safe Start Up sessions.

Did our Health and Safety performance improve last year — Yes.....Have we got room to improve again this year — Absolutely!

There were too many incidents last year that could have been prevented.

As a company, we provide plant and equipment, and information and instruction to help perform your tasks safely, but it is only you that can control your behaviour. Our Health and Safety performance will not improve unless we have the right attitude. Do we all truly value the importance of safety in the workplace???



We still don't have everyone on board — this is pretty clear when we are continuing to see people taking short cuts, rushing and not isolating correctly. But why is this?

Why would we make a choice to put our own safety at risk — we have heard many times, that is NOT what the business wants.

We all have our own reasons / things to look forward to after we finish work — Is it the kids, the partner, the fishing, the sport, the money??? Whatever the reason, it is important! So every time you go to do a task, everyday before you come to work, think about those important things — work safely, so you can go home and enjoy the things that *really matter*.

Please make yourself a personal commitment this year — be safe because you CHOOSE to, NOT because you are told to.

The benefits of conducting Inspections & working as a team—Colac

Last year we implemented a Sitewide Health and Safety Inspection Program. Inspections were driven by our Health and Safety Advisor (Mark Skinner) and the relevant department HSR's.

The process not only provided consistent criteria to be reviewed, but was a great opportunity to open general discussions on how we can continue to improve Health and Safety. The below demonstrates that the Inspection process, when done correctly can be very positive and reinforces that raising and discussing areas for improvement and applying the correct process to work through the issue can have a great outcome.

During the inspection carried out in the Logyard, it was highlighted through discussion with the operator, that there was a real issue relating to the access platform, guarding and practices associated with clearing blockages.

Some issues identified:

- *Old Platform was too narrow and was not high enough to access potential blockage areas*
- *Old Platform access ladder had no fall protection*
- *Old Platform had not enough side railing which therefore allowed sufficient room for a potential fall (approx. 5 metres)*
- *Old Platform enabled clear access to entanglement and pinch point hazards (conveyor belt and rollers)*
- *Old Platform Access to clear blockages was made by climbing up from the platform onto the base frame of the conveyor. This was also challenging due to having to reach over the side wall of the conveyor chute and reach in.*

The Change Management process was initiated and the following improvements were made:

- *New platform ladder has fall protection cage and handrailing*
- *New platform has split level, enabling height access required to reach blockage point*
- *Side wall of conveyor chute has a section that is hinged enabling safe access to clear blockages*
- *Entanglement and pinch point hazards are now guarded*

Great work by all involved & thank you for making AKD an even safer place to work!

Toni Kirkup—Health and Safety

BEFORE



AFTER



Tumut 2018 TAFE Awards

“Most outstanding student in the Certificate III in Saw doctoring”

Congratulations to Charles Cribb for taking out “most outstanding student in the Certificate III in Saw doctoring”

Charles has just completed his apprenticeship in Saw doctoring for the last 4 years. Upon completion was offered a full time job with us at AKD Tumut as a Saw Doctor, an offer he happily accepted.

Charles (aka - Donk) started his Sawdoctor Apprenticeship back in 2016 after a brief spell working as a concreter with his uncle. Charles fits in well with the team and he has an easy-going nature and a good sense of humor Charles plays front row for the mighty Tumut blues and is a handy bloke to have around when setting up for wheel grinds and heavy lifting is required. The down side in the early days was trying to undo what Charles had tightened up, and replacing the broken ratchet and spanners as a result. Charles is more aware of his own strength these days and with the help of a torque wrench, problem solved.

Out of work Charles loves to hook up his tinnie and go fishing with family, he is a cod catcher extraordinaire and his Facebook page is full of ‘big ones that didn’t get away’. Charles is just as passionate about his footy and has played 1st grade as well as rep duties since 2016, after a run of injury’s Charles is sitting out this season which will give him more time for fishing and camping.

Charles has a few unique talents, he can recall who played who in every NRL grand final since the late eighties, who won and usually the score as well, he can also clear the Sawshop quicker than an evacuation drill (silent but deadly)!

On behalf of the Tumut Sawshop team I would like to congratulate Charles on his achievement with his TAFE, it was well deserved as he has a good work ethic and has developed into a competent tradesman who is further developing his skills by working with Fitters as a T/A when needed.

Charles is a man of few words, but he would like to thank all concerned who played a part in his training and opportunity to continue his trade.

Bill Stuckey – Sawshop Supervisor



Pictured with Bill Stuckey “Saw shop Supervisor” and

Garry Elliot “Tafe Teacher”



Yarram Safety News

January 3rd 2019 – That date came around fast... Here we are back to site, comparing notes of what happened over our end of year break. All the usual faces plus a new one, [it is good to see all the smiling faces] – all the jokes of how the fishing went, how the family get togethers happened and isn't that what it is all about – being able to do the out of work things we enjoy.

Our Shut Team got the regular maintenance completed, no incidents recorded and went pretty much as planned. One of the items on the to-do list on our return is to check around the machinery and work centres to make sure we are right or safe to go. That way we remove all doubts that our workplace is safe for a start up – not assuming it is. You know, that is a good habit to get into everyday, and in everything you do. Even in your day to day tasks at home, when was the last time you gave the lawn mower or brush cutter a once over, what about that fire extinguisher in my shed – is it still good, that fire blanket in the kitchen cupboard – is it still in date? Everything we do whether it is at work or at home has a risk, do we reduce that risk by taking away those assumptions – the lawn mower will be fine, it was last time I checked. Wouldn't it be better to know the blades were still good, it had oil in the engine and those rusty bolts won't break.

Bring that to work – "I think that machine was checked recently, that's Rob's job anyway." If we don't know we can ask – that way we have turned an assumption into a positive, we now know it is ok. We can do that in many things we do at work, ask the question, find out and remove the assumption that it is ok., **know it is ok.**

Remember that is what it is all about – being able to do the things we enjoy to do. Think Safe, Work Safe , Be Safe and Enjoy Life.

Graham Clark — Yarram Health and Safety Co-Ordinator

Caboolture Safety News

Too start off 2019 the Caboolture site started the day with an induction refresher to remind us of key procedures and policies designed to keep us safe. Following was a introduction from Greg Levinge reminding the team of why we do what we do, the core values were reviewed to refocus on what is expected from AKD to help achieve our goals as a business and a team.

Teams did a traffic management exercise designed to show blind spots by positioning individuals around the mobile plant, individuals then took in turn sitting in the seat to see exactly what the operator can see. Bridgitte our local physio from Auscare then stopped by to deliver a manual handling session. This was great due to the knowledge she had of our sites and her relationship of dealing with work related injuries over the years.

The team was then sat down to watch a video message delivered by Shane Vicary and the team from Colac. The video message was very well received and had a lot of employees challenged to think about what is important to them, discussions then begun about what safety means to everyone.

Finally the day was concluded with the teams being mixed into four groups to help engage team members who may not get the chance to work with each other. This was a great way to share experiences/stories and make new friends over lunch.

Colin Balboni — EHS Manager



CEO CORNER

with Shane Vicary



Hi guys, it's the 24th of February and I find myself under pressure to write my section of the Splinter. Whilst under pressure I still need to do a decent job. If I rush I could potentially write a load of dribble with poor grammar and will not have any relevance. I need to take my time, make sure my mind is on the task. I need to think clearly and be organised. If I rush and if I panic what will I forget, what will I not consider, what will go wrong. Therefore under pressure I need to "Take 2" or "Take 5" to consider what I am going to write I need to stop-breath-think—then act.

Does the above sound familiar? How many times do we hear about things going wrong or about interventions or incidents that have occurred because of poor planning, poor decision making or poor behaviour. We **rush** instead of "Taking 2" or "Taking 5", it's usually really simple in hindsight. Plan, take your time, do it right the first time. I am not trying to compare writing the Splinter with being in an operational setting. But the principle is the same, poor outcomes from not stopping and thinking. We are responsible for ourselves and for each other. Never rush, never compromise with safety.

As you read this edition of the Splinter, February should be done and dusted and it has been a much better "sales month" than December and January. No doubt we saw the market soften once we acquired the new sites in November. However the market softening has not changed our positive view of these acquisitions. If anything it stiffens our resolve as to why we purchased the mills. So why did the market soften? In my personal view we had five concurrent issues;

- 1) significant volumes of imported timber arrived late in the year. Normally 600,000m³ is imported into Australia, in 2018 we had over 900,000m³, 50% more with a lot coming at the end of the year.
- 2) Credit has been tightening over the past two years as banks have been forced to accept less risk.
- 3) Negative sentiments following the Hayne Royal Commission into banking. There is also nervousness around the May Federal Election as investors are worried about potential Negative Gearing law changes and potential changes to Capital Gains Tax.
- 4) House prices in Melbourne and Sydney have fallen over the past 12 months, this has put pressure on some investors equity.
- 5) Customers experiencing excess timber supply and their nervousness about 2019 demand resulted in many deciding to reduce their inventories heading into Christmas/January. For most small businesses reducing inventory frees up their "working capital" for what is typically expensive months, for example Christmas annual leave costs and then BAS tax returns are due in February.

In reaction to the softening market we made a late decision to extend our annual maintenance shuts at Tumut, Caboolture, Irrewarra and Colac and we decided to reduce Irrewarra to a four-day week operation for 2019. This decision was made to reduce our production and therefore reduce our inventory as an immediate reaction to the declining demand. We really appreciate everyone's contribution to making this happen. We acknowledge the disruption, but we believe it was the responsible action. It was in our collective best interest as there is no point producing timber at a time the market doesn't need it. We took the long term view.

In the past when the market demand softens, price softens as well, therefore you face a "double whammy" of selling less at a lower price. In the past certain market participants would discount prices in soft markets. AKD has a different view, we have worked too hard to simply lower our prices. Lowering our price will not lead to more houses being built it just damages the profitability of our business. Therefore we remain committed to the principle that our quality product should get a quality price. While Australia's population continues to grow and this country keeps on importing at least 600,000m³ of timber, then we should have the opportunities to sell our timber. We need to focus on being internationally competitive, we need to focus on the quality of our products, and we need to support our sales team by providing an exceptional customer experience.

Final words, huge shout out to **Jason Delany, Ray Lattimer, Bradley Cross** and **Tim Crampton** congratulations on your significant service anniversaries. I would like to recognise **Reegan Harty** our recent Colac Gap year student, good luck for your studies this year. Congrats to **Charles Cribb**, fantastic effort. I met Charles on Tumut's first AKD day, sitting opposite him at lunch. Fantastic young man with a lot of potential even if his nickname is "DONK"!! Congrats to **Darcy Osborne**, our first internal transfer between sites since AKD took ownership. Darcy is also another young man with a lot of potential, it is great to see he is not lost to the business when he chose to move.

Its nearly footy season and depending on the code you follow, my support will be behind the Highlanders, the Warriors and the Hawks!! Take care.



Thankyou to the Splinter team;

- Clark Rodger,
- Sophie Ross,
- Bree Meesen &
- Janelle Monaghan

This Months Contributions

- | | |
|-----------------|--------------------|
| • Gordon Kelso | • Christine Briggs |
| • James Price | • Michael Short |
| • Graham Clarke | • Christian Gibbs |
| • Darcy Osborne | • Toni Kirkup |
| • Paul Muscat | • Bill Stuckey |
| • Bryan Downs | • Colin Balboni |
| • Kim Harris | |

