

THE SPLINTER



ZERO HARM IS ACHIEVABLE
≡ Congrats Gilmore ≡

PAGE 3



AKD EMPLOYEE NEWSLETTER
EDITION 33
MAY-JUNE 2020



This edition

09

Caboolture Feed Shed Fire

11

Meet the AKD Executive Team

13

We're Wrapped!

15-16

6S Back to Basics

25-28

Service Recognitions



Got an event or idea for the next edition of the SPLINTER? We'd love to hear from you!

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AKD Health

It certainly has been a challenging, hectic and disruptive few months and as I have said many times, I am incredibly proud of how everyone has adapted to the changes – many of which will become the new 'norm'. We have done so well as a group and we cannot afford to let things slip or get complacent – this virus is not going away anytime soon and as restrictions ease, we need to be just as focused on our control measures now, as we were at the start. This includes what we do at work AND what we do outside of work.

Winter is definitely here, so please remember **IF YOU ARE SICK, STAY AT HOME!**

With our energy and attention being heavily focused over the last few months around CoVid19, it is critical that we don't 'drop the ball' when it comes to safety.

We need to take this opportunity to hit the reset button and get back to basics.

We know safety is everyone's responsibility – but this doesn't just happen by chance. We need to bring people along on the journey and get our teams more engaged. We have a lot of untapped knowledge and skills within our workforce, many of whom have the answers to some of our challenges. We just need to involve them more!

Looking back over the recent months and the incidents that occurred, there is a clear theme that a lot of these events were preventable and behaviours were a contributing factor – people rushing, minds not on the task, complacency etc.

Regardless of the reasons why, or the craziness we have been living in, there is a simple message – we need to improve.

I would love to say that Health and Safety is a science or an art that takes years of training and education – but it's not. Having a safe workplace doesn't require black magic or some high level IQ (sorry safety team)! Safety requires input, engagement and leadership – something we can all contribute.

I'm going to share with you an experience I had before joining AKD...

I worked in a very large company that was 'heavy industry' and there was this one employee (let's call him 'Chris'). He was a great machine operator, he knew absolutely everything about the machines he was operating and was seen as the 'guru' by his teammates. His failing was that he was an absolute

and Safety



with Toni Kirkup
National Health & Safety Manager



‘cowboy’ when it came to safety. ‘Chris’ would take shortcuts to get the job done quicker, he wouldn’t follow any type of procedure and he quite simply saw safety as a pain in the arse and something that just slowed him down! His manager had countless conversations with him, tried coaching him and had disciplined him on a number of occasions.

Unfortunately, one of Chris’ workmates was involved in a serious incident near his work area. The injured worker sustained a significant hand injury which would impact on him for the rest of his life. ‘Chris’ was the first on the scene and had to assist the injured worker to become free from the machine. ‘Chris’ saw it all – the blood, the severed body parts and the incredibly scared look on the workers face. These two guys had a close relationship and ‘Chris’ kept in constant contact with the injured worker and his family throughout the many surgeries and recovery process.

It was at this point, ‘Chris’ drastically changed his ways for good. He became the safety ambassador for the site – he led every safety discussion, he was the mentor for new employees and showed them the **safe way to work – not the quick way**. Chris’ behaviour changed for the better and he inspired everyone on that site to want change too. The site’s safety and operational performance improved, everyone on that site was engaged, and all strived for the same outcomes. They became a high performing team.

Chris was a true safety leader in every sense – not by title, but by behaviour and leadership. I will never forget the transformation this guy went through.

We don’t need to have a serious incident to make us change our ways, we can do it because we care for our own safety and because we don’t want our behaviours or actions to injure anyone else.

We should all choose to be safe – not because we are told to, but because we want to.

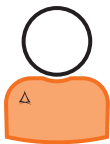
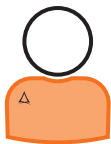
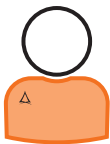
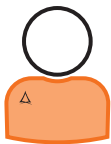
Things won’t improve and I won’t change anyone from simply writing this article. The Site and Department Managers can implement processes and procedures, which will help and we need to have; but that also won’t get us to where we want to be. We all need to improve our own behaviours and choices.

At times, some self-reflection is important. I ask that you take a couple of minutes and go through the below – whether you are an employee, team leader, supervisor or manager. Be honest with yourself – do you demonstrate these behaviours, are there areas you could improve?

This isn’t difficult, it doesn’t need to be ‘another process’ – it is simply making a choice to be better.

One of the first emails I received today was about our Gilmore team achieving 14 years without a recordable injury – what an impressive result! This site is a true demonstration of safety leadership and engagement at all levels and shows that **Zero Harm is achievable**.

*Well done to John Lawson
and the team at Gilmore
– keep up the great work!*



INDIVIDUAL LEADER

LEADER

SENIOR LEADER

EXECUTIVE LEADER

STANDARDS

Follow the standards / rules

Ensure compliance

Set high standards

Demonstrates commitment

COMMUNICATION

Speak up

Encourage the team

Communicate openly

Motivates and encourages

RISK MANAGEMENT

Remain alert

Promote risk awareness

Confront risk

Commitment to risk reduction

ENGAGEMENT

Get involved

Involve the team

Engage the workforce

Inspires with a compelling vision

Gilmore reaches 14 years RI Free

Congratulations to the Gilmore site for reaching 14 years Recordable Incident Free.

Clocking up 14 years RI Free is no easy feat and is especially impressive in an environment with a team of cross-trained employees who perform a variety of on-site tasks in areas where many risks are present on a daily basis.

Gilmore hopes to continue on as they are and keep kicking goals. These goals cannot be accomplished without working one job, one day, one week, one month, one-year incident free. It must start from your very next job.

It can be done.



“

"It's really quite simple for me – it's much easier to say thank you to someone than address an issue! I am extremely proud of everyone for doing their part over the past 14 years to ensure that we are all able to return home safely to the people that we love every day. Safety means being able to retire in the future without having anyone seriously injured."

JOHN LAWSON
GILMORE MANAGER

”

“

"I am extremely proud of this team and their accomplishments. They work as a family to support each other and ensure that everyone returns home safely. They are committed to their own personal safety but more importantly, they have "the courage to intervene" and ensure their work mates are also safe. Congratulations."

RAB GREEN
TUMUT SITE MANAGER

”

We asked a few members of the Gilmore team about what safety means to them...

MATTHEW HARDWICK

"Safety is about everyone caring for one another and knowing that once you walk through the gates, you have a responsibility. Safety also means being able to continue doing what I enjoy doing – you can't hold a Baitcaster without a thumb."



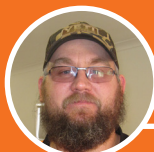
JESSIE O'BRIEN

"Safety means getting home safely to my wife and 4 children every single day."



RYAN TILBROOK

"Safety means going home to family in one piece and being able to do the things I love to do."



DARRIN HARDWICK

"Safety is about watching out for your mates and ensuring that everyone is doing their part to be safe. Safety is like a fine red wine, the more you have the better you get"



CLIVE SEXTON

"Safety means making your main goal to remain safe and achieving that goal."



"Tomorrow... your reward for being safe today." - ANONYMOUS

COLAC

For years, the "Buddy System" was common practice for some activities at site. This process involved one employee entering live plant whilst another employee stood watch at the emergency stop.

The process may have been a quick and effective way of entering live plant for specific tasks, ultimately the process had a lot of risks.

Following many discussions and trials, the "Buddy System" was removed and replaced with the "Live Work" process. This was a major positive and proactive change for the site. This new system requires employees to work through a risk assessment process to enable the live work to be performed at an acceptable level and requires approval prior to entry.

Discussions also took place to discuss where we could eliminate the need for intervention into areas. While some discussions proved challenging at times, level heads prevailed to everyone's credit and some great ideas, changes and improvements were implemented.

The transition to the "Live Work" process has been a significant safety improvement across the site. The consultation process to implement such a change has proven that working together can result in some great outcomes. This is a credit to all involved – thank you all for your contribution.

Mark Skinner
Safety Advisor - Colac



YARRAM

One advantage of the CoVid19 situation is it has given us time to review what is important. We identified an increase in manual handling incidents, which has led us to introduce changes to the way we do some activities.

We have been fortunate to have started a relationship with a Physiotherapist working locally. This has opened some exciting possibilities for our site.

Rebekah (physio) was able to view our current Warm Up Program and make improvements. This was rolled out to the various areas as a base that everyone completes every morning, plus another set of exercises that are focused on specific types of work. We have had some interesting feedback from some of the 'oldies' who previously put up with their aches and pains and are now already seeing signs of improvement – with the only change they've made is the new warm up!

From an engineering improvement, spring levelling trolleys have been introduced for hand stacking- these keep the work height at a constant when hand assembling packs.

We have had issues in the Paling Stacker area, mainly around where we need to separate 'doubles'. While there is no heavy lifting, it is a frequent movement which can lead to strains. A redesign of the slat chain has now been set.

Originally the Cornell Stacker was designed for automatically stacking of 25mm boards, however its sole purpose is to stack paling boards - 12mm. The slat chain has a 25mm lip on its slats, the engineering change will be to set slats to handle a 12mm board. This will reduce the amount of doubles and will dramatically reduce the constant movement.

We are looking forward to seeing the results of these improvements.

Graham Clarke
EHRS Advisor - Yarram



CABOOLTURE

The site has seen the changing of the guard in the Safety Committee at Caboolture. Kyle Comrie (right) is passing on the safety baton to Andrew Cassidy (left – 1.5m social distancing), who is taking on the role as Safety Committee Chairman. The current Chairman, Kyle Comrie, has stepped aside due to shifting priorities after helping out for the past year. In these challenging times and the disruption we have seen, it is even more important that we keep focused on safety.

We have had the great pleasure of working with Andrew Cassidy for the last year in the Safety Committee. After being elected, Andrew has been active in reporting and communicating within his dry mill team, along with participating in the Safety Committee. He has been involved in risk assessments on the strapper and with the site review of spill kits, which is an ongoing project.

This is a great opportunity for Andrew to influence the safety culture here on site. I will be supporting Andrew to monitor, inspect and review the effectiveness of Health & Safety on our site. We look forward to the next meeting later this month as we commence planning for our Site Safety Health and Wellbeing Improvement Plan for 2020/21.

Thank you to Kyle for his contribution to improving safety on site.



Andrew Cassidy (left) and Kyle Comrie (right)
1.5m social distancing maintained

Colin Balboni
EHRS Manager - Caboolture



CABOOLTURE

First of all I just have to say that I wrote this article prior to the recent Caboolture fire which has had us quite busy as you can imagine! I still think it is worth sharing my thoughts given what Caboolture and other sites have been through of late. I'd like to pay particular attention to how I believe the power of our people has made a significant positive change for our site in the months since our last update.

In the face of near zero CoVid19 infection rates for Queensland, plus a decline in the Caboolture sales volumes recently, the team onsite have had some serious discussions to ensure we are prepared for the future and can maintain a viable business.

In this environment of rapid change and further looming decline, we must ensure we cultivate calm, keep everyone connected, and clearly communicate updates and priorities so the team can be successful. For this to occur everyone, both leaders and team members, play a crucial role in supporting accurate information flow up, down, sideways and with stakeholders outside our gates.

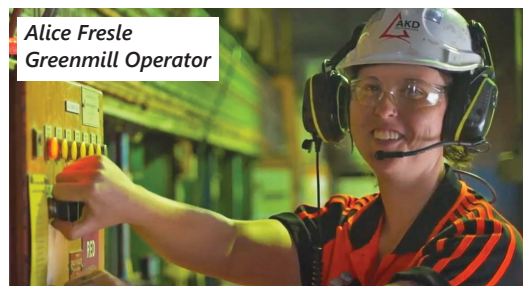
Our site has agreed to a temporary 20% reduction in hours to ensure that we have a viable business as we move down the road into the expected market downturn due to CoVid19. We are all hoping the stimulus packages announced will support our markets in the weeks, months and year ahead, limiting any further difficult decisions and changes. We are not naive though and will monitor the situation closely.

The team that participated in the consultation process and represented their fellow work mates have done a tremendous job in supporting both the employees and the business to reach a position for the current climate. Working together and communication were key aspects of ensuring we reached an outcome that provides some relief against the CoVid19 impacts on our business while still supporting our employees. There were early starts, late finishes, frustration, patience and personal views that the entire team had to navigate. It was great to see the committee making decisions and taking action together.

I want to take the opportunity to acknowledge those members and the time, attention to detail and effort they committed, so a big thank you to: Ian Jennings (Green Process), Glen Hollins (Maintenance), Bryan Downs (Kilns and Boilers), Scott Steer (Dry Process), Stephen Peacock (Administration, Weighbridge and Despatch), David McGinness (National AKD), James Price (Caboolture AKD), Darren Wilton (Caboolture AKD) and David Hogarth (Sawshop and Greenmill).

With heavy hearts we also said our farewells to Dennis Gould (Logyard Supervisor) and Jen Cullen (EHSR Support). They will be missed, and we wish them all the very best. While the CoVid19 world makes optimism a challenge, I want you to remember to be positive and to look after yourself and others. Savour the small moments, strengthen your connections, and look for the good in others. Please ensure you "THINK, WORK & BE SAFE"!

Greg Levinge
Caboolture Site Manager



Alice Fresle
Greenmill Operator



Ian Jennings
SCC and Greenmill Operator



Jordan Schilling
Drymill Board Tester



Wayne Hart
Logyard Champion



Scott Steer
SCC Member and Drymill Technical Support

Dylan Elsworth
Drymill QC Officer



Trevor Allen
Greenmill Forklift Operator

E G R O U N D S

COLAC

The big news for the Colac Site is certainly the idling of the Irrewarra Sawmill and the subsequent changes to Management to meet the current market conditions.

While this has been an emotionally testing time for everyone involved it reinforces to me the quality and maturity of our employees. The people involved stayed positive all the way through the process and for that those employees will always have my respect.

During the process no operational employees were forcibly made redundant and those that elected to stay transferred to the Drymill. This helped us establish a Friday night shift which enabled us to reduce the dry work in progress inventory.

As part of the National roles being re-structured Tom and Carl have returned to their spiritual home back here in Colac. Having two great minds focused purely on further optimizing and making the Colac processes more efficient has, and will, continue to be invaluable.

Tom has delivered with the vision system at our Trimmer which is now able to finally segregate material that has unacceptable saw "step" from the Horizontal Shape Sawing Gang. He has also been able to work with USNR (the manufacturer of the technology) and install an alarm system which takes away the dependence on the Operator to recognise the point at which the process needs to be stopped. This has meant that we can now go to the customer with a step tolerance and know that we are 100% compliant with our quality promise.

Carl has been great for us as well, analysing GradeSure in the Drymill and working closely with Tom they have been able to work on improvements in the Visual Eco yield by working back through the Greenmill and manipulating density settings. This will mean more production of VE3 available for the critical spring season.

Brady Wicks has also elected to base himself in Colac and look after Electrical and Controls which will give Colac a huge opportunity to refine current systems and develop improvements to the processes. What can I say, Brady has the best eye for process improvement that I have ever seen. Brady and his team have been stubbornly working through the Greenmill Stacker functionality and have the machine running better than ever. Credit must also go to the Operators and Maintenance team who have supported this work and been patient as we have gone through the re-programming phase.

Brady's next major challenge will be the Drymill Strapper so we can look forward to working with the Operators in the Drymill to see some real improvement in an area that is currently a bottleneck.

Cameron Percy (Irrewarra Manager) has moved from Irrewarra Sawmill to Colac Sawmill as Greenmill Manager to work with the guys and continue to improve the safety, quality, recovery, and efficiency of the Colac Sawmill. This move has allowed Paul Muscat to take on a vital new and challenging role within the business as Cost Reduction and Value Opportunity Manager.

While Paul's brief is broad, in essence his job is to turn over every rock and find the areas we are missing value, this includes productivity and quality opportunities as well as supplier agreements.

Paul has not been asked to simply request discounts from suppliers but rather reach out and look for partnerships that either benefit both parties or, at a minimum, benefit AKD Colac without being detrimental to the supplier.

The total locked in savings delivered by Paul is already in excess of \$180,000 per year with more to come. It can't go without saying that Paul could not have moved into his position as quickly as he did if it weren't for the speed at which Cameron Percy has fitted in to the Sawmill Manager role so thanks Cam!

The other major changes involve the downsizing of the Fabrication Team and re-focusing of the condition monitoring department.

While it is never pleasant to have to downsize a business I truly believe the actions we have taken at Colac position us well in these difficult times.

I'd like to take a moment to thank all our Employees during this CoVid-19 time for the flexibility they have showed around changing hygiene practices and even down to agreeing to split up during breaks to ensure that social distancing is maintained.

John Browne

Colac/Irrewarra Facility Manager



YARRAM

As CoVid19 takes its toll on our site, limiting site activities and projects, we have focused our attention on our staff. Over the years, several people have started at the site, moved on and returned to the mill again. The returning of past employees is a testament to the quality work environment we provide at Yarram. Recently, we had the pleasure of welcoming back Anthony Bland, nicknamed Blandy.

Blandy had worked at the Yarram site back in 2007 through to 2011. However, he decided at the end 2011 to take on another challenge and he worked his way up to an assistant manager at a local agriculture supplier.

During this time, he married his partner, added a daughter to their family and bought a house together. Blandy also continued with his passion for cricket.

Blandy felt he had gained a lot of experience in his previous job however being a small company, he felt there was limited opportunity of advancement and therefore felt it was time to look for a change.

After a 9-year absence, Blandy decided to make a comeback to the timber industry, after some discussions with current employees he had kept in contact with regarding the opportunities now possible with AKD.

Blandy has now been back at AKD Yarram for just over 3 months, working his way through different positions in the Green mill. He is currently working as the Hewsaw operator (main machine in the Green mill), and the associated sawshop.

Blandy has enjoyed his short time back and is now looking to better himself and his knowledge in this industry with AKD.



Anthony Bland

John Marshall
Yarram Site Manager



TUMUT

The last couple of months have been tough but your actions have made a difference and together we are slowing the spread of CoVid19.

If you have a cough, sore throat, shortness of breath or unexplained fever you should stay home from work and be tested. By continuing physical distancing on site, in meeting rooms, lunchrooms and office spaces and continuing to follow good hygiene practices, we will come out the other side of this bigger, better and cleaner!

This pandemic has meant big changes to the way we all work and live. It's completely natural to be worried about the virus and the changes that are happening all around us. If you are experiencing anxiety, mood changes, feeling overwhelmed or find it difficult to sleep to the point where you are affected in a negative way, it might be time to reach out to your Mental Health First Aider or access our EAP program to talk to a professional.

Safety

The last few months have been challenging to say the least with all the changes to our everyday lives. One big change is the employees that have had the ability to work from home under AKD's operational control. A big focus is on keeping our employees focused on the tasks they are performing because with everything that is going on, your mind can easily wander! This is where SLAM plays an important role in an upset condition.

Bullying and Harassment Training was recently completed across the site and works as a timely reminder to treat everyone with respect.

A review of our completed permits such as Hot Work and Working at Heights were completed, as well as some JSA's. The permits were of a high quality as expected and the JSA's were also good, however there is always room for improvement. We need to be careful that our control measures are robust and achievable. Throw away statements like "Take care, be aware" and "Use the correct PPE" are not controls, so take the time to implement correct control measures. On the hierarchy of control, PPE is the lowest form of control or the last line of defence if you like.

Another site focus has been on our monthly housekeeping photo audits which include a before and after photo. As we all know, a photo says it all.

E GROUNDS

TUMUT CONT.

Production

The Tumut site continues to run at high volumes to process the salvage log. At this stage, the log is holding its quality and there are no signs of this not continuing. We are starting to see some younger logs coming through the mill which we are currently tracking and analysing for grade and product mix changes.

Again, a big thankyou to all employees for continuing to work additional time. Our goal is still to get through this year on salvage log and support the industry. Remember, buy local, buy Australian made.

Salvage Log



Fire intensity certainly changes the appearance of standing timber. This photo shows a 28-year-old Radiata Pine stand in Green Hills Plantation affected by both ground and crown fire. There is certainly a sense of urgency to process the standing trees into sawn timber while the fibre quality still remains intact.

AKD has been working closely with Forestry Corporation NSW on wood flow scheduling, wood quality and early identification of potential issues to ensure the best outcomes are delivered to all parties given the difficult situation experienced.



Logs ready for delivery to Tumut, a number of measures require constant monitoring to ensure quality is maintained and high production targets met; AKD has been working with its suppliers to ensure focus is maintained, particularly on fast log turnaround times from harvest to Sawmill (helps with reducing blue stain occurrences). If quality is in doubt, leave it out! (Checking, splits, sweep) and targeting longer length logs for Sawmill throughput (5.5/6.1m).

Following AKD'S purchase of the RESI mobile tool (measures density, acoustic wave velocity (AWV) and modulus of elasticity (MOE)), it has been used on standing trees and logs in the yard. As the fire salvage progresses, the tool will become useful in helping to determine expected quality of wood from both a tree age and fire damage perspective. Wood flows can be manipulated to maximise the quality of output the Mill produces and the length of time fire salvage wood can be accepted into the Tumut Sawmill.



Allan Booby and John Cabral testing the logs with the RESI tool in the Log Yard

Rab Green
Tumut Site Manager





Caboolture Feed Shed Fire

with Hamish Little
Chief Operating Officer



Unfortunately, Tuesday 9th June at 3:07pm is now a time etched in AKD's history after having a significant kiln feed shed fire that continues to disrupt the Caboolture site. Fortunately there were no injuries sustained from the event and the entire AKD team executed evacuation and emergency management plans extremely well.

The "Make Safe Program" is underway with a construction zone established and project management plans in place. This involves the clean-up and assessment of the structure of the building so that we can determine the next steps regarding rebuild and getting back to full productivity as quickly and safely as we can.

The production team are busy converting stock and reworking product to ensure our customers orders

are filled, this is being further supported by other sites to make sure we continue to provide high quality product to our Queensland market.

Maintenance have been busy with rare increased access to some key plant. Repairs to Log Haul #5, Twin Bandsaw waster system and the DML grading deck have been undertaken. The team will continue to take this opportunity to target critical works.

The entire site will continue to undertake further training, review of SOP's and carrying out general care and maintenance activities.

The Caboolture leadership team would like to thank all the people who have sent messages and well wishes to the site, this support and encouragement has been well received and provided a boost during this difficult time.

"To all the AKD team, take care and stay safe. Our thoughts are with you, look forward to seeing you all soon."

**JULIE HODGSON -
MORAYFIELD HIGH
SCHOOL**

"A fantastic effort from AKD and all of those involved in the emergency response, a very aporofessional group that ensured we were informed, and their teams were safe."

**QUEENSLAND FIRE AND
EMERGENCY SERVICES
FIREFIGHTER**

"It's not great that this has occurred, however we will make the best of the situation. Really enjoyed and appreciate the additional training we are undertaking to learn more about the business and the basics of our operations."

GREENMILL OPERATOR

"Looking forward to working with other teams across the site to build on current relationships and start back up."

**JAE WILDE
HEAD GRADER,
DRYMILL**

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p: 07 5428 911

we will try to get to the World
Ten Team.

When I was 10, and ranked third
in Charenton, Catalunya is
fifth in her age group in
three days a week.
I know that Black rider who
is me, where we can all
is a family we do track
the racing they need have
and all their chores
I racing on their Black.
State team in Soccer.

Stephen Ball
Caltecture Groomed

John's Groomed!
embraced who
sport are we
Caltecture.
Caltecture
of best riders

Cristina riding on the track



Meet the AKD Executive Team

The make-up and function of the Executive Team has significantly changed over recent years as the business has grown and evolved. Find below the faces of the individuals that I am pleased to say make up this team.

Many of you will know different members of the Executive Team. Each bring their own experience and passion to their respective areas and people.

Lead by myself, the Executive Team's role is to develop and execute strategies that meet the business objectives and provide strategic leadership across the business.

The Executive Team provides the Board with sound information, advice and recommendations on structure, strategic imperatives, strategies, plans and policies to enable it to make informed decisions. Then once approved, the team executes the agreed actions or strategies.

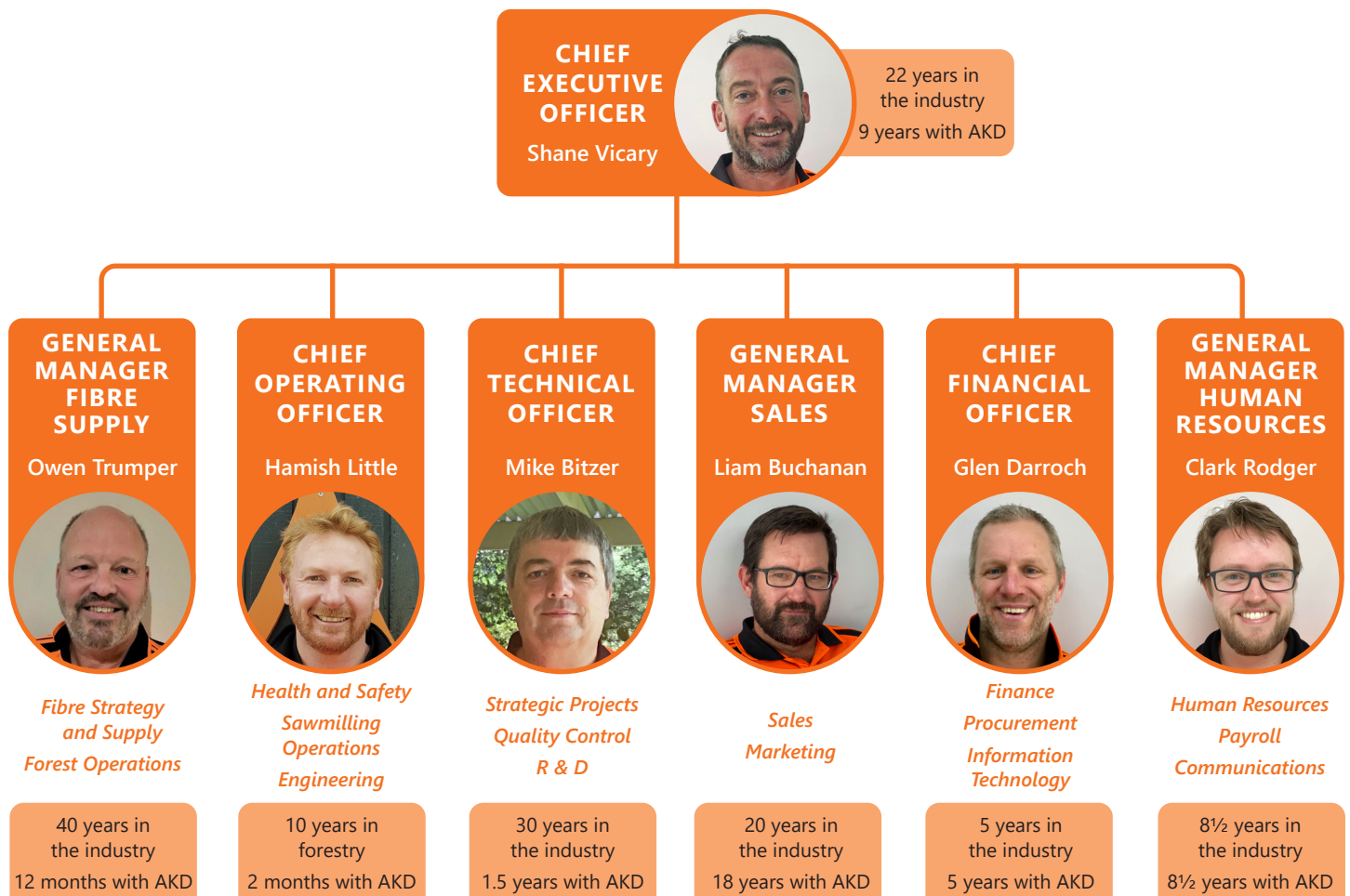
Whilst each executive team member is responsible for certain aspects of the business (as outlined below) they also come together with a collective responsibility for the overall performance and makeup of the business.

The team meets formally monthly to review business results, projects and objectives and then informally each Wednesday via Microsoft Teams to keep abreast of current issues and progress.

Each and all members of the Executive Team have two common accountabilities

- A harm free, socially safe, care-oriented workplace
- The highest possible performance of all parts of AKD

The executive team's role is to SUPPORT the business. And although they have the responsibility to set the plan, their role is really about supporting and enabling the rest of the organisation to achieve this plan.





CHIEF OPERATING OFFICER



Hamish Little

I grew up on a sheep and cattle farm at Melville Forest in the beautiful rolling redgum country of Western Victoria. I was schooled in the area and eventually completed a Natural Resources Management degree at the University of Adelaide. Truth be told the one thing that was missing from that vocation was actually producing something!

Having come from a farming background I was quickly drawn towards forestry which allowed me the opportunity to fill the production gap and I ended up spending 10 years managing hardwood plantations across various regions in Australia. For the last ten years I have been managing various mineral sands mines, again spread out all over Australia.

I'm very excited to have recently been placed in the Chief Operating Officer role at AKD. The key responsibilities and accountabilities of this role are to have overarching management of the Colac, Yarram, Tumut and Caboolture Mills, as well as safety for AKD.

Building on the solid foundation already set at AKD regarding safety, I look forward to leading and driving our safety culture and behaviours to new levels across the business, after all our people are our most important asset and keeping them safe is our number one priority always.

Essentially my role is to support the site managers to further integrate and streamline their businesses to ensure safe production and profitability across the AKD business. The COO role also affords Shane further

opportunity to look towards the horizon and steer the ship appropriately as CEO.

I have three beautiful girls, Eloise who is five, Amalia who is ten and Isabella who is 11 and we live in a quiet fishing village, Port Fairy in South West Victoria. My life revolves around the girls and we love to get out and about at any opportunity that we can.

Late last year I travelled with the girls and my extended family to Tanzania in Africa where our relative owns a safari business, a huge highlight in their lives and mine. When I do get a bit of time to myself I like to hunt and fish and am keen on anything outdoors, I'm also very social so often host dinner parties and generally organise social events.

I'm looking forward to getting out and about to the various sites in coming months and getting to know the AKD team more personally, in the meantime stay safe and I will no doubt see you soon.



We're Wrapped!

AKD has decided to change our wrap with a new design and new product names. We are also promoting that we are proud to be Aussie Grown and Made. Over the coming months, you will see our products being wrapped in the new plastic design.

Whilst AKD has always provided Australian Grown and Made pine products, it is timely with CoVid19 and the focus on domestic supply chains that we make sure this is prominent in our customers' yards.

As you probably know, during these uncertain and challenging times, it is even more important we support Australian made as consumers ourselves.

We are asking our customers and their customers to do the same. It is therefore important to show the iconic Australian Made kangaroo logo on our product packaging for all to see.

C'mon Buy Aussie Timber Framing First – from AKD of course!



Computer generated illustration of our new wraps.



New wrap getting printed

There are several exciting changes to the new wrap design

1

We simplified our company logo, dropping the "Softwood" from the logo



2

The Australian Grown & Made logo has been added to our wrap design



3

We have a new termite resistant blue pine product name – Terminator which is exclusive to AKD. This product is made at our Colac, Tumut and Caboolture sites.



4

We also have a new name for our outdoor structural H3 range – Endura. The new name is exclusive to AKD unlike Ecowood, the old name. AKD Endura is currently made at Colac and is a high value product for AKD.



Support Australian's by Buying Local

Our wrap change coincide with a new market campaign that was launched in May. As you would all agree, it's a time to protect Australian jobs and make Australian manufacturing stronger.

Our campaign is being run in industry publications, online and across AKD's social media pages on LinkedIn & Facebook. It is a message that the AKD sales teams are reinforcing to our customers – by buying from AKD, you are supporting Australian jobs.

Our communities across regional Australia are relying on all Australians to make the right purchasing decisions during these challenging times – it truly makes a difference by supporting Australian Made.

AKD is also proud to be collaborating with our fellow Australian softwood producers on a new industry-wide campaign, badged "Buy Aussie Timber First".

The key message is to buy Australian pine framing and not imports, especially during the coming 6 months when we expect demand for structural pine could be significantly reduced due to the economic downturn from CoVid19.

The campaign is targeted to our channel customers but will also reach builders and tradies with a new sponsorship with Carpentry Australia.

You can personally help with get this message out there – log onto www.aussietimberfirst.com.au and load up an image of yourself and just a simple comment about why buying aussie timber first is important to you.

Christine Briggs
National Marketing Manager



follow us



AKDSoftwoods





6S

with Hamish Little
Chief Operating Officer



BACK TO BASICS

As mentioned in Shanes most recent CEO update, myself and other members of the AKD Executive team have been travelling around the various operations to pull together our site plans for the forthcoming year based on the 6S Back To Basics focus.

As I enter an entirely new vocation, I can't help but wonder at AKD what makes a "Good Operator" or even more fitting a "Great Sawmiller"?

Well, as in sport and many other industries, if you get the basics right, the rest will follow. To use a sporting analogy, before you show the goose step, let's make sure we catch the ball first!

The 6S strategy is essentially about understanding what the basic core fundamentals are that enable AKD to be known as a "Good Sawmiller", they should

drive our everyday activities and allow us to be clear about what we need to achieve and how we are going to get there. The 6S strategy applies to all aspects of our business. It begins from where everything starts in Forestry, continues through to our Sawmills and Post and Pole sites, and supported by our Admin Team. No single department, site or process does not fall under this Back to Basics approach, and it's when we work as one cohesive team striving for the same goal, that we will achieve our greatest results.

This is particularly important within AKD right now given the uncertain times we find ourselves having to manage our way through with CoVid19, bushfires, kiln fires, changing markets and a global economy that continues to fluctuate.

So what do the 6S's mean to me?

01.

SAFETY



Safety comes first – always. We need to continuously improve our safety standards, performance and behavioural expectations. We need to have an uncompromising belief that our collective safety is paramount and we can always improve.

We all have a duty of care to ourselves and our colleagues to remain safe so that we can continue to enjoy the things that we love most in life.

Ensuring our risk assessments are completed prior to undertaking works, identifying hazards and putting in place controls. We want everyone to feel empowered to stop a job when its not safe and everyone is responsible to maintain a safe workplace. These are all key drivers that we need to live day in day out – even when no one is looking.

02.

SAWMILLING



Sawmilling and Posts are our core competencies, and competent we must be to ensure we sweat our assets and resources as much as we can. We need to continue to pursue excellence and continuous improvement with the assets that we have. We need to hold ourselves accountable day in day out hour by hour shift by shift focussing on Productivity, Conversion, Grade Yield and Value creation. We need to drive improvement through reviewing our systems, increasing our efficiencies, and challenging our thinking to see

if there is a better way.

Ensuring that all of our staff understand the key business drivers and how they contribute to meeting them is vital. We need to produce quality products with greater efficiency.

We need to reduce our cost of production and we will achieve this by driving better plant uptime and availability, increasing individual machine run rates and reducing rejects and waste throughout the business.

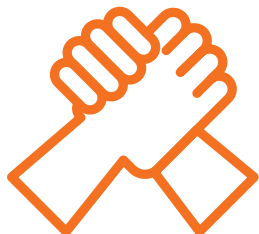
03. SALES



Sales and customers drive our business and we need to ensure AKD is the supplier of choice. Creating monetary value for AKD is the delicate balance between sales and production, so we need to make sure that our teams are like a well-oiled machine driving throughput of product that we can sell at the highest average sales price.

Having a well-supported customer focused sales team that is driven by volume and margin is a must, and we all have a hand to play in this. Ensuring our products are of a high quality, presented well and seen as a reliable Australian sustainable product by our customers is paramount.

04. SUPPORTING



Supporting and developing our employees is the key to remaining an ongoing sustainable business that is a workplace of choice. After all without our employees all we have left is a pile of logs and large empty sheds!

Ensuring that we continue to review, train, support and develop our staff is our priority, especially through trying times. Remaining agile, being able to solve problems and implement them quickly will hold us in good stead always.

Continuing to hold ourselves and our people accountable to the core values of the company remains a priority so that we drive and embed the AKD culture. We all contribute to the culture everyday and make AKD what it is - the culture is our collective responsibility.

Like safety, in my view deviations from values within the company should and will be dealt with accordingly – we cannot afford to carry those that are not on board.

05. STRENGTH



Strength, or more precisely financial performance is crucial to AKDs success, quite simply if we are performing financially we are strong.

We all need to ensure we roll up our sleeves and pitch in to drive this. Reducing or eliminating unnecessary costs, eliminating waste, ensuring we understand our budgets and what drives them and reducing our unit cost of production must be our focus. Making commercially astute decisions on our

CAPEX and OPEX projects that continue to drive safety and value outcomes needs to continue.

Ensuring our group wide capital allocation plan is focussed on the right projects in the right areas at the right time. We need to use this time wisely to set ourselves up for when the market inevitably turns, we will plan now and remain in a strong position to take those opportunities and reap the rewards.

06. SIMPLICITY



Simplicity, back to basics – doing the simple things well. This ties it all together, if you do the simple things well the rest will follow. Simple things include: making sure our product is wrapped well, making sure tallies are accurate, being nice to each other, being punctual, contributing positively to discussions.

Making sure we work as a team in all aspects of our business, maintaining

high levels of quality communication, ensuring we deliver what we say we would and making sure we embed our systems, circle back and review.

Understanding what's important and focusing on those things instead of getting caught up in "noise" or "rats and mice". Safety, Housekeeping, Throughput, Quality, Cost - simple things that we can control and ensure we excel at.

Using Genetics to Im

AKD is unique among forest growers in Australia in that all of our planting (deployment) stock is of cuttings of radiata pine generated from seed from Control Pollinated (CP) crosses rather than seedlings. We have been following this policy since 2003 which coincided with a substantial increase in our plantation estate in the Ballarat area and with increased harvesting levels in the established estate.

CP seed is generated when two select parents are crossed in a seed orchard. AKD contracts this work to SeedEnergy in Mt. Gambier and orders a range of crosses each year to maintain a broad genetic base and to continually renew the nursery stock.

The source material for the seed orchard comes from the breeding program of Tree Breeding Australia (TBA).

TBA is a nationwide breeding cooperative for pine and blue gum and AKD has been a member since 2004. AKD's major sawlog suppliers are also members of TBA ensuring that the best genetic material is being used across AKD's wood supply "basket".

TBA has an extensive series of trials across the entire range of pine plantation regions in Australia and AKD is an active participant in this program with 3 active trial sites. The breeding population is selected and continually updated on the basis of the performance within these trials.

The main traits (characteristics) that the program targets to measure are productivity (growth rate), wood quality (stiffness), branch quality (size) and form (stem straightness). Other traits have been measured and used in selective circumstances, such as needle cast (*Dothistroma*) resistance and soil fungi (*Phytophthora*) resistance for example.

Genetic or Breeding Values are then determined for each parent for each of these traits, which rank their performance or improvement against a base productivity level. These can then be combined in a weighted average to produce an economic evaluation (net present value) so that growers can compare the relative worth of parents and seedlots.

The SELECT result represents the additional gain that AKD has been able to make by deploying selected CP crosses as cuttings.

The CP seed from the seed orchard is extracted when mature, some 18 months after pollination and provided to the nursery in Colac to germinate, propagate and then multiply to produce many hundreds of plants from the one seed over a 3 to 4 year period.

The CP seed is very expensive to produce compared to open-pollinated seed so we use the mass-multiplication, micro-cutting technology to economically produce planting stock. Over the years,

"Bagging" of a mother clone in the CP seed orchard for pollination by a select father – "Controlled Pollination"



Improve Seed Quality

with Neil Harris
Resources Manager - Colac



through trials and observation, we have also found that high quality cuttings are more resistant to early age toppling or windthrow than seedlings on the more fertile sites.

From germination of the seed to producing plants for deployment in the field may take up to 2 years as the nursery needs to bulk up the number of "mother" plants required to produce the field-ready plants.

AKD has had a long history with the nursery in Colac, first when it was Treecorp and now with Arborgen, the latter being an international company with nurseries in New Zealand and the United States. AKD has also established a number of trials with Arborgen including the use of clonal material, which further demonstrates the innovation and collaboration that AKD is willing to undertake to ensure all options for deploying the most cost-effective genetic resources across the AKD estate are explored.

With access to information from such an extensive range of trials across many regions, it is possible to be even more selective about which CP crosses (families) we plant on each site.

AKD plantations range across three main regions, Ballarat, Otways and Green Triangle, and therefore cover a broad spectrum of growing environments. There are also variations in how different families

perform in different regions (Gene by Environment interaction) so we can take advantage of this and allocate a specific group of families to specific sites.

For example, in the Otways growth rates are high but other qualities have been an issue in crops from the 1970's and 80's so we select families that have improved wood, branch and stem form qualities. In the other regions, we select more for improvements in growth rate and branching but in all cases we always ensure that the other traits are not compromised.

Stiffness is one trait where significant information has been generated over the last decade as the technology has become available for more cost-effective and reliable field sampling.

When the cuttings are planted in the field, we maintain the family identity and establish trials of our own to track performance over the years and also to assist in selecting appropriate families for similar sites in the future.

Deploying the best genetic material across our almost 8,000 hectares of productive plantations, AKD has been able to significantly increase the quality of the resource we are growing, whilst also increasing the overall productivity and hence the value of the asset.



Germinated CP seed in the Greenhouse



Young cuttings being grown on in the Greenhouse

Further Studies for Tumut Fitter

with Gordon Kelso
Mechanical Supervisor – Tumut



Nicholas' training has included his Certificate III in Engineering – Mechanical Trade (MEM30205).

During his term of training, Nick has developed a broad range of skills consistent with his qualification criteria and unique enterprise requirements in Tumut.

Nick's skill development has enabled him to lay the foundation for further studies in Engineering, that being Certificate IV in Engineering (MEM40105) and Diploma of Engineering (MEM50105) in the next two years.

Nick was diligent in completing all training requirements – in class, the workshop and homework which is completed to a very high standard and always handed in on time or early.

Well done Nick.



Edward Stone (Educational Living Director/Teacher), Nicholas Webb (Fitter Machinist) and Gordon Kelso (Mechanical Supervisor)

Site photography and filming

with Michael Swanson
Recruitment Coordinator



Over the past few months we have engaged Andy Forssman from Roseneath Creative to capture high quality video and photography across our sites.

The purpose of this project is to gather up to date images and videos to build a content library and to use across areas such as our website, marketing material, social media, induction material, internal reports, communications and advertising. We have captured images of staff, footage of the process line and the technology across the sites, mobile plant operators and truck drivers, as well as general operations across the sites including drone footage.

Following the devastating bushfires in New South Wales, we were escorted into a harvesting operation of the burnt log in a location close to Tumut. Part of the project was to capture our burnt log from the harvesting process to the finished product, to show the minimal impact the fires have had on the current log stock.

Overall we now have a substantial amount of quality photography and video that will assist us for marketing and the Splinter newsletter going forward.



Andy Forssman from Roseneath Creative

Going with the Flow at Tumut

with Peter Annetts
Engineering Manager



Recently, a dam was constructed in Tumut as a primary settlement for the outflow and stormwater overflow from the WWTP (Waste Water Treatment Plant).

The offsite stormwater was also separated from the WWTP outflows, preventing loading on the dam in a rain event.

There is now a reclaim and reuse project underway to take this captured water and use it for irrigation and dust depression.

This dam was designed and constructed by a local contracting firm who worked diligently to have the dam ready to collect as much of the Log Yard water in the event of rain to reduce the ash carry over from site. AKD is very appreciative of the Operator, Nick Power, who worked in conjunction with Peter Annetts and the adjoining neighbour to reduce impact's.

The project's to harvest and use the contained runoff has been led by a member of the Tumut Engineering Team, Alex Stuart, who has designed, sourced and fabricated components for two systems:

- The first project allows for the harvest and filtering of water from the WWTP first flush tank, which can be used for dust suppression via a water cart or be diverted to a spray irrigation network.
- The second project allows for the contained water from the settling dam to be returned to the first flush tank and be reused as part of the first project.



Outflow and stormwater overflow dam

WWTP rock filter discharge to dam



Developing Leadership

Richard Bambling
Quality & Process Improvement
Manager - Cabboolture



In February 2020, Brett Lawson (Cabboolture - Technical Quality Control Officer) completed the Success Strategies for Team Leaders and Supervisors (SSTS) course from Leadership Management Australia (LMA).

This course was aimed at developing leadership skills and strategies to assist Brett in his personal and work life, and in improving his ability to work with teams to achieve the team's performance objectives and goals.

Brett has acquired the following from the course:

- Increased confidence in his leadership skills
- Improve personal and team time management
- Development of effective delegation skills
- Improved decision making and problem-solving abilities
- Improve the team's overall productivity and performance
- Enjoy more effective communication within the team
- Enhance working relationships
- Become more accomplished at leading, managing and motivating individual team members

Brett has excelled in the module "The Importance of Goal Setting, Planning and Prioritising" with setting and achieving both work and personal goals throughout the course duration and added written goals for achievement 2020. This prioritising of written Goals has led to his young family setting goals for their school year, which is fantastic learning experience for his kids.

To support Brett's new goal setting skills, the course embarked on a module "Improving Performance Through Better Time Utilisation". Within this module, Brett acquired skills and knowledge of what his High Payoff Activities (HPA) are, tips for improved time utilisation and improving the team's time utilisation.

Through utilising improved time management, Brett was able to identify and execute his HPA's each week via weekly reviews with his manager and subsequently complete additional tasks assigned to improve our workplace.

Brett has undertaken this training as part of his personal development in his role of Technical Quality Control Officer, to foster and develop working relationships with our site teams, sales managers and



Brett Lawson at Graduation with LMA Facilitator/Coach Desirae French

our customers. This has enabled Brett to represent AKD to the highest standard in the marketplace and foster relationships between the sawmill and customers, to move us from transactional to communicative relationships.

Brett is on a journey of continuous improvement that will see him chasing down his 2020 educational and development goals.

These are improving his mathematics knowledge and completing a Toastmasters public speaking course, both of which will lead to a win-win for AKD and Brett. Congratulations to Brett on the successful completion of the SSTS course provided by LMA.

Nursery and Forestry visit

On 11th February 2020, two of Caboolture's administration team, Stephen Peacock and Rose Mollenhagen, had an opportunity to visit the Toolara Nursery and forestry which is administered by HQ Plantations, Caboolture's saw log supplier.

Stephen and Rose had a tour of the nursery, learning about the nursery process, from collecting and selecting viable seed, sowing seeds, and care of seedlings.

Toolara Nursery has a program which includes Caribaea varieties (Southern Pines), hybrid Pines (combination of *Pinus elliotti* and *Pinus caribaea*) and *Araucaria cunninghamii* (Hoop Pine). Stephen and Rose were also given a glimpse into forestry operations, visiting a nearby log harvesting operation. Many thanks to Dennis Gould and HQ Plantations for facilitating the opportunity.



Stephen Peacock and
Rose Mollenhagen

“

This was a very interesting experience for me, as I am relatively new to the timber industry. I have never before visited a tree nursery or seen log harvesting in action. The tour provided some valuable insight into how and where our saw log comes from, developing my understanding of other parts of our industry and how it all relates to AKD.

ROSE MOLLENHAGEN

”

Pine cones laid out on drying beds



“

It was a very worthwhile trip, learning about the industry from the roots up. It brought a better understanding of how our industry works together as a team, and makes me appreciate all the hard work that goes into the final product.

STEPHEN PEACOCK

”

Hoop Pine seedlings,
dibbled March 2019



Yarram's new 'MUM'

with Jenny Kay
Sales and Dispatch
Yarram



Beth Roberts

Bethany Roberts (Beth) was born in Chelsea and grew up in Melbourne the youngest of the family with two older sisters. After meeting Jon and marrying at Ripponlea on a beautiful day in May 2017, Beth and Jon moved to Yarram, following the lead of her parents who bought the local drapery.

Beth and Jon have always loved the country and spent a bit of time in South Gippsland so when the opportunity came up to move to the area, they jumped at it. They bought a four acre property near Yarram, allowing Beth to fulfil her dream and love of horses.

Jon is a panel beater and spray painter and, according to Beth, is obsessed with a Holden Statesman long wheelbase. Beth also loves mechanics and is currently rebuilding a 138 grey motor for an EK Holden.

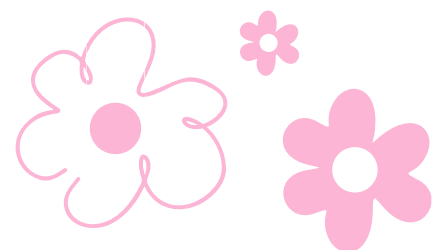
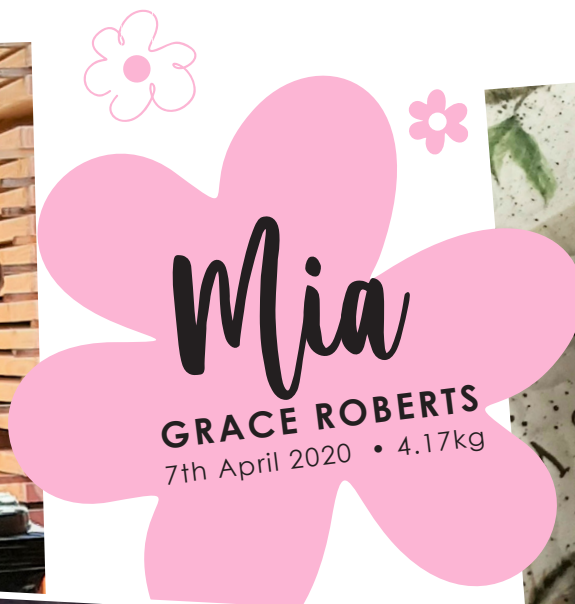
Beth commenced working at the Yarram mill on the 16th January 2018 as the only female on the afternoon

shift. She has been an absolute success story gaining the respect from all of her fellow workmates. Beth filled in the supervisor position, learnt to drive forklifts, operate stackers and took on the role of Health and Safety Representative.

While Beth loved working at the mill, as an Auntie to four nieces and two nephews, it was time to turn all that practice into the next stage of her life, "Motherhood".

Beth finished work on Friday, 14th February, to prepare the nursery and rest up for their baby girl's arrival. On the 7th April baby Mia Grace Roberts was born, weighing in at a healthy 4.17kg. Both mum and bub have now settled into their new routine with bub firmly ruling the roost.

We at AKD Yarram will be looking forward to visits from Beth and 'Bub' and wish them good luck and happiness on the path of 'parenthood'.



Virtual Run

with Benjamin Bailey
Production Supervisor JELFOR



I'm a passionate and enthusiastic runner and coach of a group I started in the Latrobe Valley (WJR Latrobe). Due to the effects of CoVid19, lots of events have been cancelled.

I'm one for keeping to a routine no matter what! I have/had running races planned during this year (both for myself and the group), so over the last 8-10 weeks I have been posting sessions I would usually take in a group online, with the goal to still compete in a race (or similar) around the same time, I had one planned.

I had a race planned for mid-May (which was cancelled). I then heard about the Great Ocean Road Virtual Running Festival. It's a very interesting concept - with a normal race, you turn up on the day and race everyone at once on the same course. The weather is the same for everyone and when you finish you have a rough idea of where you have placed. With this virtual race, there were six distances to choose from (I entered the 6km) the course could be anywhere, and there was a 48-hour window (weekend) to run your entered distance and then upload your result.

Liking the concept, and having two children (Jemma aged 14 and Hunter aged 12) that I knew were going to be spending a long time at home, I entered them in the 1.5km race and we set about training, with social distancing of course!!

At the start of race week, the weather forecast looked great for Saturday and raining on Sunday, so I committed to running on the Saturday. I'm not a morning runner so it was "race time" Saturday afternoon. I looked around the area for what I considered a "fast" course and decided doing four laps around a 1.5km lake would be my best chance of running a good time.

On the Thursday before, we received our "virtual race numbers" which made it all the more real! Saturday afternoon came and the kids and I ran our distances and uploaded our results. Later on Saturday night I checked the results, which showed I was coming second in the 6km event.

Obviously with everyone running at different times, and in different time zones and countries, the final results would take a while to come through. I must admit I checked

a few times on the Sunday to see if anyone had pushed me off the podium but, in the end, I came third overall out of 201 people. Hunter came 7th and Jemma 18th out of 59 people.

It was a great event and showed that with a bit of thinking things can still happen, they may just be a bit different. The race had over 1300 entrants from 20 counties. With a bit of luck, restrictions will ease soon. I look forward to heading down to the Great Ocean Road in August for the "real" event.



SERVICE RE

Yarram's Trevor Wight retires

Trevor grew up on a dairy farm at Won Wron, just out of Yarram. He has two brothers and one sister; their parents owned a soldier settlement farm after his father returned from war. After selling the farm at age 13, Trevor and his family moved to Sale to build "The Swan Motel".

Trevor left school at the age of 15 and worked in the motel for the next five years before leaving home. He moved to northern Queensland and worked on the sugar cane fields at Ingham, seasonally in Victoria's fruit region as a machinery driver before finally settling a stone's throw from where his life began, in Yarram.

He started working at the Men's Club in Yarram and stayed for the next 34 years before starting work at the Mill in 2012.

Trevor loved coming to the mill, being able to work outside and work in the daytime but most of all working side by side with his daughter Rachael who joined the mill in 2016. Trevor has always kept fit, sometimes coming to work on his push bike, which is an 8km round trip.

Trevor met his wife Kath while working at the Men's Club where Kath worked in the kitchen. They have been married for 30 years and have five children and two grandchildren. Trevor loves nothing more than

visits from the kids and having all his family around him for social occasions.

During his retirement Trevor is looking forward to spending time travelling with Kath in their caravan with Western Australia being first on their bucket list.

Trevor hopes to be able to spend time playing golf and collecting firewood for family, and taking off with a few mates on his Harley.

After 52 years of his life working, everyone at AKD Yarram wish him the best in his retirement and hope to catch up with him around town.

"I would like to thank Trev personally for your years of service at Yarram, particularly your quirky sense of humour, you're a great guy and a good team player.

Always helping out with our BBQ days and staying back to clean up.

You have always been helpful in any way you could, always helping fellow workmates in whatever was required and always diligent in following instructions.

It's been a pleasure working with you Trev and I would like to wish you good health and happiness in retirement and hopefully see you on the road one day."

John Marshall
Yarram Site Manager



COGNITION

40 Neil Harris YEARS IN COLAC



On the 5th May 1980, Neil began his career in Forestry after completing his Degree at Melbourne University and the Australian National University in Canberra.

Neil, together with his wife Sue, who is also a Forester, are passionate about their two children, Lachlan and Emma, as well as growing things and adventuring on extensive walking holidays around the world.

With two properties near Forrest they have now ventured into growing Native plants for the cut flower market around Colac and Geelong with Neil reducing his working week to three days.

During his 40 years in the industry, Neil has grown many things including internal and external relationships with staff, suppliers, private growers and contractors, not to mention a lot of trees!

Expanding the plantation estate through careful land acquisition whilst using the best of genetics and trialling different site preparation techniques, the plantation estate has never looked better.

Congratulations Neil on a wonderful 40 years doing what you love.



"Neil has made a huge contribution to AKD through his tenure. The plantation assets, the people in his team and the relationships across the industry that he developed and grew all for the benefit of AKD"

Neil is one of the kindest, most diligent hardworking gentlemen I have ever met and had the pleasure to work with.

Thank you Neil for your ongoing efforts, you are one of my favourite Foresters of all time."

Shane Vicary
CEO



SERVICE

20 Greg Levinge YEARS AT CABOOLTURE

Congratulations to Greg on reaching his 20th year of service at Caboolture Sawmill!

Greg is currently the Site Manager, but has served in many different roles during his twenty-year history at this site. His first association with our site was in 1997, measuring the private plantation estates surrounding the Beerburum area. He subsequently moved away to work for Forestry Queensland, first at Jimna and then at Barakula. Greg started back at the Caboolture site in 2000 as the Resources Forest Officer (RFO). To gain mill experience, he was initially placed as the Sawmill Team Leader for nine months in conjunction with being RFO. Throughout the following years, Greg became involved with the Logyard, Kiln and Boilers, eventually becoming the Logyard, Sawmill and Sawshop Manager in 2010. In 2018 he became the Acting Site Manager, with the appointment formalised to Site Manager in 2019.

'Some of my fondest memories are the times I spent in the forests, being paid to hike through swamps, managing burning operations and being chased by every known snake, animal, and sometimes human beings! It made the work very interesting and exciting. I have many memories, some of which include people still onsite from those times.'

Greg grew up in Logan, south of Brisbane and is a descendent of the Kombumerri Saltwater People from the Burleigh Heads area on the Gold Coast. His family are tied to the sea through professional oyster farming, crabbing, fishing and trawling operations.

Greg worked in the family businesses from a very young age, before coming to the timber industry.

'I used to shuck oysters every day after school before I would go to training for footy or to a mates house. I spent time in all the family's businesses, and it was expected to earn your keep. This gave me discipline

and respect, and I enjoyed honest and hard work. We would head off completing fishing and commercial crabbing runs by ourselves. It really made me appreciate the water, and what I learnt from elders and others. As things became more mechanised, we adapted. It was not unusual for me to drive large boats laden with oysters or run many crab pots.'

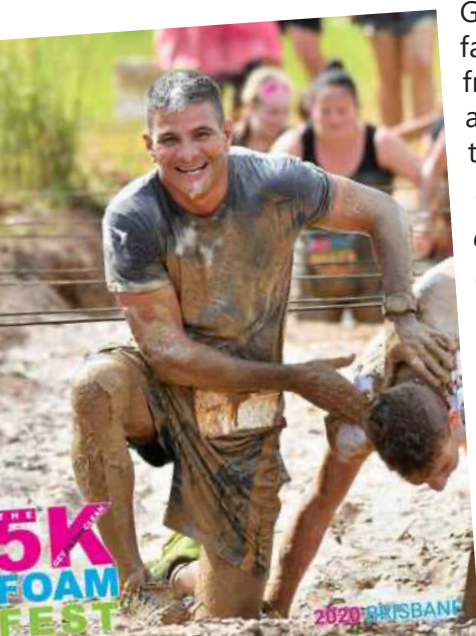
I remember times with my uncle at a place called "Boonooroo", where our family has over 100 years of history. We would be in a very cool fisherman's shack on my school holidays, at the water's edge of the Great Sandy Strait. My back yard was Fraser Island and its many natural wonders, plus the abundance of fish and crab stocks. I am grateful it has been declared under World Natural Heritage protection and truly feel I was blessed to have this upbringing.'

If you just ask around the site, Greg is known to be energetic and ultra-competitive.

'Fitness is something I recently became involved in through our health and well-being program. I started off with some running for our Team AKD Bridge to Brisbane in September 2019. Well, generally when I do something, I like to win or why bother? So, what started with a bit of running snowballed into fifteen kilometre runs four times a week. Unfortunately, my body did not like it. So now, instead of running so much, I ride a lot to maintain fitness. I am not sure if I ever would have started if we did not take on the Bridge to Brisbane run with AKD, so a huge thanks Pricey for organising it!'

Greg himself has said that he has been told many times that he's unable to sit still and just switch off. *'I love my NRL and am a staunch North Queensland Cowboys supporter since 1995. I can pretty much watch everything, and the longer it goes the better. Whether it's test cricket, Bathurst or rugby, I will set up to watch but also be plugging away on something else.'*

Greg has always loved to explore and get off the beaten track, whether it's in the forests, or on the beaches, or the back-water mangrove swamps of Fraser island. *'I feel at home when there is almost no one around and help is not near.'* He makes a big effort to travel and explore with his family, sharing his love





Greg, Amity, Ella, Ava and Kathleen



Jett and Jada

of hiking, walking and skateboarding. He and his wife, Kathleen, were married in 2005, and Greg says that she 'provides the calm to the storm'. He also has three beautiful daughters, Amity (12), Ella (11) and Ava (6), and two dogs, Jett and Jada.

'After all this action, I really do like to relax for a quiet beer at great pubs with a view. I also love to catch up and have a lot of fun with friends and family, and really make the most out of socialising as it's not all the time you get a chance.'



'PRICEY' SAYS

Greg hired me straight out of university sixteen years ago, giving me a shot to work in the local private pine plantations for the resource department. Greg was the Resources Forest Officer and we spent our time roaming around in the forest plantations assessing the standing resource for quality and volume. Greg taught me many things about forestry and its application into a sawmill from the bush. He also taught some very important key values in a decent day's work, and that a good attitude goes a long way. To this day, that still holds true.

Over the many years since his early days in the forestry, Greg progressed through many roles within the sawmill. I remember Greg saying in the early days, "I love to manage trees. They don't worry about what I say to them, not sure how I would go with people!" I'm sure at that time, Greg's most distant thought was that he would be Site Manager for Caboolture one day!

Greg has a young family I know he is very proud of, and I don't think he sleeps much between working at site and then spending time with his three girls and wife Kath. Always on the go, if he's not working or having family time, Greg is tackling his older age (ha!) with a serious exercise regime. Not one to do things at half measure, Greg can pretty much now clock everyone at Caboolture in a five kilometre run, and did so in last year's Bridge to Brisbane.

Congratulations Greg on 20 years of hard work and commitment to our site at Caboolture, it's been a pleasure!

James Price
Dry Process Manager

AKD FOOTY TIPPING COMPETITION

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SEASONS START



MAR 19th



MAR 12th



AKD welcomed these new employees in May and June 2020 and encourages everyone to make them feel welcome and work together to keep them safe.



DARREN WENDT
MILL HAND
TUMUT



GINA FOX
BOOKKEEPER
JELFOR



HANNAH SOULSBY
OFFICE ASSISTANT
PORTLAND



LEROY FREEMAN
PRODUCTION
JELFOR

HAPPY ANNIVERSARY

NAME	YRS	DEPT.	SITE
Neil Harris	40	FOR	COL
Robert Lawson	35	RAM	TUM
Neil Coustley	25	CCA	PPP
Gregory Levinge	20	ADM	CAB
Neil Osborne	20	EWP	COL
Russell Rodda	15	FOR	COL
Christ Spencer	15	POS	PPP
Nicholas Hinson	10	DMA	COL
Justin Osborne	10	R/M	COL
Daniel Lucas	10	DMT	TUM
Peter Wootton	10	DMT	TUM
Brian Self	10	GMT	TUM
Jeremy Webb	10	DMT	TUM
Darrin Hardwick	10	TIG	GIL
Josh Bredhauer	5	RAM	CAB
John Sellwood	5	POS	PPP
Kenneth Hellier	5	R/M	COL
Christ Lidgerwood	5	R/M	COL
Annette Smedley	5	CLE	IRRE
Robert Ahuriri	5	MAI	JEL
William Buckley	5	GCA	CAB
Heather Robbins	5	DMD	COL
Justin Barron	5	RAM	YAR
Toni Kirkup	5	GHS	COL

Lets Get Social!

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The Wrap-Up



I landed in the Forest Products industry over 20 years ago and I have generally loved every minute of my career. I have experienced some real highs and worked through some difficult times as well.

For the entire time I have been at AKD I have felt I have had the best job in the industry. Every day I have the pleasure of coming to work with a fantastic group of people and for a company that is focussed on growing and improving. So the decisions we had to make in May because of CoVid19, were some of the hardest I have ever had to make.

We made eight admin staff involuntary redundant, stood down a further six and had 21 employees take voluntary redundancies. We were able to redeploy 22 people into the Colac site but that did mean casuals were also stood down. The total impact was 35 people no longer working at AKD.

This was a big decision to make and one that I do not regret, but I do regret the impact on the individuals. At the time of making that decision, we were really concerned about the demand for timber from June through September with 'housing starts' predicted to seriously decline due to the CoVid19 pandemic. Commentators in the industry such as HIA and BIS Oxford were predicting reductions in demand of between 30-50%. AFPA (Australian Forest Products Industry) were releasing media statements about a calamitous reduction in timber demand of 30% or more.

When AKD elected to reduce our production we were very public about our decision. This was to ensure that we used the media to highlight the industry issues and help encourage the government to intervene to prevent further job losses. So in early June, when the Home Builder Grant (stimulus) process was announced and the Treasurer specifically mentioned timber mills, I felt that we were listened to.

Due to the stimulus we have seen a shift in confidence and a surge in demand, which has helped AKD avoid a significant reduction in activity.

“ DUE TO THE STIMULUS WE HAVE SEEN A SURGE IN DEMAND, WHICH HAS HELPED AKD... ”

But we remain nervous and therefore cautious about the future with still no immigration, which means low population growth and therefore potentially

reduced future demand for new houses.

In addition we believe the countries real unemployment has increased which will be exposed after Job Keeper finishes in September. This reduces our confidence and means we have to remain vigilant, agile and flexible. We are not through this yet and there are difficult times ahead. I would love my job to be about just encouragement and the good times, but my responsibility is to be honest with you. In previous editions, I talked about the true measure of a person is how they behave in difficult times or under stress. So far the culture of AKD stands out strong as we stick to our values, to our pillars. The way we behave towards each other right now is crucial, words matter.

The Caboolture Fire is a particularly disappointing event for our company and certainly feels like a distraction we didn't need. But I take comfort in the knowledge of having Greg, Richard, Casey, Andrew and the rest of that team working on delivering a solution for our business.

Right now, more than ever we need to look for improvements in our business. I would like to welcome Hamish Little to the business as the new Chief Operating Officer. Hamish is responsible for our sawmilling activities and group Health and Safety. I am excited about the leadership and energy he will bring to our business, as well as the structure and processes he will implement to drive continuous improvement. Hamish has also been given a clear mandate – **improve our health and safety performance.**

Take care and be safe.

Shane Vicary
CEO

