

THE SPLINTER



AKD EMPLOYEE NEWSLETTER

EDITION 35

SEPTEMBER-OCTOBER 2020



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

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AKDSsoftwoods

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AKD Health and Safety



with Toni Kirkup
National Health & Safety Manager



We are so close....

I feel that every one of my Splinter articles this year has started off with the same theme.....but this is the reality.

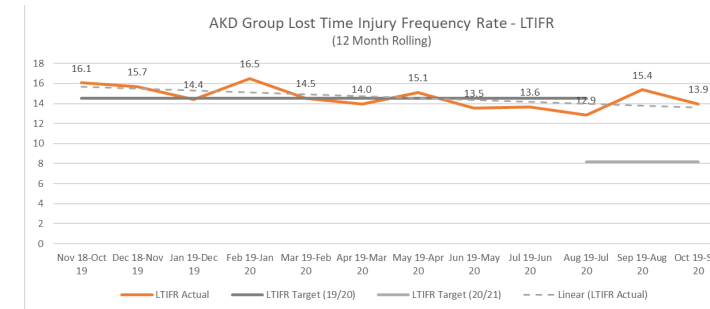
As I am writing this, it's the end of October. I can't believe we are two months away from Christmas, but on the other hand I feel like this year is never going to end!

What a s#%^ of a year it has been and to be honest, I can't wait to see the back of 2020 - I am absolutely exhausted and I desperately need a break. I am certain that everyone else is feeling the same way.

This time of year always has me quite anxious, even in any normal year. Typically most workplace incidents occur - people are tired and minds aren't always on the task. Given what we have all endured this year, to say I am extremely nervous is an understatement.

We have gotten through the worst of it, and we are so close to being able to have a break, enjoy Christmas with family or friends and start 2021 fresh. I can't wait to say good riddance to 2020.

I am asking you all to please, keep focused for a little while longer, remember what's important and get

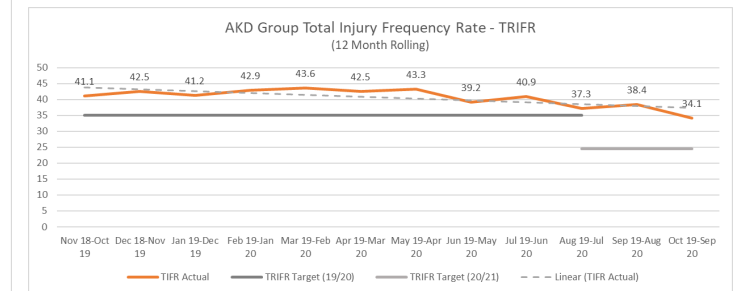


to the Christmas break safely - You all deserve to be able to have a break.

No task is that important that it can't be done safely. Stop, think through every task you are doing and don't rush - your safety is worth taking the time.

While we still have a long way to go with regards to our safety performance, the last couple of months have been really pleasing. This doesn't just happen by chance - it happens because people are making safe choices and demonstrating safe behaviours.

Look at the injury trends. Albeit slowly, they are heading in the right direction. If we continue to see injuries decrease - we can achieve our target of 40%



reduction and more importantly - we will continue to move closer Towards Zero!!

In September, we introduced the Safety Interaction program which is designed to increase safety discussions and identify opportunities for improvement. The SI program is a one-on-one, informal discussion to give you a chance to raise issues or ideas.

In just two months, there have been just over 590 SI's completed. This is 590+ discussions taking place specifically based around improving safety. When you are asked to participate in a Safety Interaction - get involved! The program is your chance to get your ideas out there. If you haven't yet been involved, let your Supervisor know so it can be arranged.

Introducing Steve Wintle, the new Health and Safety Manager who will be looking after the Colac/Irrewarra sites, Post & Poles and Colac's Forestry Department.

Steve has a mining background with 10 years in the Health and Safety arena. He has a practical approach and is committed to working with the teams to achieve results. I am confident that Steve will be a great fit to the team - he enjoys a chat and a laugh and I am looking forward to further enhancing the H&S Team.

A word from Steve

From humble beginnings on a 60-acre parcel of land just out of Bacchus Marsh where my father ran his demolition and second hand machinery business, I rattled through school with no real goals other than the typical boyhood dream of becoming a sportsman. With barely enough talent to get a game for the local senior football team, let alone suit up at the highest level, my construction career was kick started at Shell Refinery in Geelong.

After a short stint labouring, I started a rigging and crane operation role which took me across the country to Western Australia. This was the beginnings of a lengthy stint as a FIFO worker throughout the Pilbara Region. During this time, I had a desire to test myself and dedicated some time to study and achieved my Cert IV and subsequently a Diploma in OHS.

For the best part of the last 10 years, I have worked in various safety roles, mostly in mining construction. This experience, along with a short

stint owning my own business, holds me in good stead to positively influence AKD's already existing, strong safety culture as well as continue to ensure we are an industry leader in safety.

Away from work, apart from still chasing the football dream of a premiership send off, my wife and I recently embarked on a "sea change" to Ocean Grove for this role which has renewed the golfing appetite.

I'm really excited to accept this role and am looking forward to spending time at all the Victorian AKD sites and getting to know the team over the coming months.



NSW

Well what can I say about this year, its proving to be the year that keeps on giving! Safety wise at Tumut I am extremely proud of every single person on the two Tumut sites. The year has just flown by, which is probably for the best. I don't think I am going to add this year to my age because I haven't used it, as I am writing this it is hard to believe there is only 12 Mondays until Christmas. Tumut town and sites are still Covid free, touch wood, which I think is incredible and with the Visy maintenance shut approaching, an influx of contractors will be brought to town, hopefully they all do the right things and we will stay Covid Free.

We have had a couple of safety wins at Tumut, the introduction of the Safety Interaction Program is a great tool to not only identify areas and tasks that are potentially unsafe but also to acknowledge individuals that are working safely and deserve that 'elbow bump' and a "Well Done".

With everyone busy, good "Time Management" skills are essential. By managing time effectively this allows a balance in your work and personal life through analysing your goals, breaking those goals into tasks, and then prioritising those tasks. This isn't always easy or clear cut; especially given the vast number of tasks and responsibilities on our shoulders.

Unfortunately, towards the end of September a maintenance employee received an injury due to a mechanical failure of a piece of lifting equipment. An investigation is now underway to lower the chances that this kind of incident reoccurring.

To finish on a positive note and a bit of fun (even thought it was an important topic), we completed a site evacuation drill for the Gilmore crew. Results were good and it also gave us an opportunity to mix it up a tad. We were lucky enough to purchase a Mannequin (Annie) from our First Aid trainer and we included this in the scenario along with the defibrillator. Well done to Matt on bringing Jeff back to us, I am sure he appreciates it!

Rodney Sutton
EHSR Advisor - Tumut



CABOOLTURE

The team in the Dry Mill have been keeping busy during the rebuild period, With activities included repainting our handrails and barriers. This is a bit of a change from the normal activity of sanding wood, but needs to be maintained regularly.

The team of Ben Heath, Blade Teichmann, Jalon Bossi and Andrew Ash looked the part with their PPE. Their SLAMs were completed with all their PPE in good condition, with correct tools for the job and barricading kept everyone safe and sound. It was great to see smiles on their faces after days of sanding and painting.

Duke Kahaki, Mark Wood and Ben Heath were also called on to dress the hand sanitiser to be handed out to staff. The containers were presented to the staff with the message being communicated to them, that we want them to be safe at home as well as work. Thanks, for completing such a fiddly job! I noted that they needed to get instructions from YouTube to be able to tie the bows. Big fingers and little bows don't mix, great effort though!



Ben Heath, Blade Teichmann, Andrew Ash, Jalon Bossi

Colin Balboni
EHSR Manager - Caboolture



COLAC

The last few months have been a little hectic! As most of you would know, Mark Skinner took the opportunity to venture out and start a new career with a different organisation.

In Mark's absence and whilst we were waiting for Steve Wintle to start – the Colac and Irrewarra sites have had to put up with me supporting them!

With Irrewarra starting back up, we have spent quite a lot of time reviewing and identifying areas where improvements can be made. Key areas of focus were guarding, potential fall from height hazards and storage and handling of chemicals. This has been a great process – not only are we improving safety, but the team have also been really engaged and involved in the process, so looking forward to seeing the end result!

Some of you may have seen Mark Zampatti (Corio Bay Physio) getting around the site and attending the Toolbox Talks – we have asked Mark to lead some of the proactive work we have planned with regards to reducing the number of manual handling related issues. The first stage of the process is to review the stretching program that was rolled out a while ago, find out what works well and what doesn't and to design a stretching program tailored to specific activities – rather than generic stretches that are done by everyone. Preparing your body for the day is important for all roles – taking 2-3 minutes to get your body ready is worth it!

I am really impressed with the teams and the recent performance – to achieve a reduction of injuries over consecutive months is exactly what we want to see. We genuinely do not want people to be injured – keep up the great work and please keep focused so you can enjoy the Christmas break!

Toni Kirkup
Acting Safety Advisor - Colac



YARRAM

During the period just gone, Yarram has been still moving forward safety wise. Safety Interactions have been introduced and this has resulted in an increase in safety conversations being had. The few I have done have been met with a bit of funny looks and one person I went to speak to asked, "what have I done?" So, it will be good to overcome this, break the ice further and have some good conversations about the work areas and gain some feedback.

We are looking forward to a change from the roadside parking to a bay for the trucks to use. It will further enhance the site safety and for the road users plus the truck drivers as well. Some of the pre-work has commenced already.

Spring is trying very hard to make its presence felt but we are getting a few windy and wet days with the odd storm already. It makes life interesting. A side product of the masks wearing is that it seems to have helped reduce hay fever this year- or that the winds?

We completed 79 x JSA/SLAM related tasks during the month along with all the work being done under SOPs. During this all that was recorded was one minor first aid incident, well done considering we have just over 60 people working on the site and are busy at this time – everyone is working as a team and communicating well with each other.

Here we are again – "Pinking it up" for October. It will make a good diversion from what has happened so far this year. Jenny is doing the 'Pink' planning for the site, as well as a small team around her helping and we look forward to what comes out of it. Thanks for the effort being put in.

Graham Clarke
EHSR Advisor - Yarram



AROUND THE GROUNDS

CABOOLTURE

Any job, any hours, any direction, excitement, anticipation and a feeling of wanting to do our part for AKD and Queensland are just some of the feelings that were surging through the team at Caboolture over the past two months while the site has engaged in designing, planning and executing our restart.

As operations were being prepared for start-up in a contrasting way to the normal methods, we reaffirmed our commitment to zero harm. I am pleased to say we have made proactive changes in injury frequency and severity by putting our safety first and evaluating situations and to ensure the right decision is made. Our hazard and event reporting, Safety Interactions and ensuring our decisions and behaviours as individuals are key to continuing and improving this trend.

So, what is so different about what we are doing versus what we were doing prior to the Boiler Fuel Shed Fire? We call it Project Quickening, but in summary it's a quick start option for the site to ensure we can service AKD customers whilst we work on a work on a quality rebuild over a longer term.

During the rebuild there has been no power to the kilns and boilers, no fuel delivery system for the boilers, no green sawdust extraction system and as there is no shaving extraction system for the planer mill we have undertaken some serious work to implement short term start up options. Here's a taste of the action from the last two months across the site.

Green Milling Operations

- Mining conveyor installed to remove green sawdust to purpose-built bunker (nicknamed Goliath)
- All sawdust loading to trucks
- Making old new with the refurbishment of machine centres

Kilns & Boiler Operations



First Boards and logs through the mill on restart

- 3 x 500kva gensets installed to provide power to the entire boilers and kilns system
- Distribution board installed to replace damaged unit in fire
- 26,500 litre fuel cell installed to support the 24/7 operations of the gensets
- Fuel bunker installed to hold and manage fuel feed for boilers
- Mining conveyor installed to be loaded hourly to provide fuel to the boilers (nicknamed Baby Goliath)

Dry Mill

- Processing any remaining dry WIP to support customer orders
- Shavings being blown into trailers that have custom venting tarp to allow air to escape
- Extraction system modification to include a diverter valve for changing trailers to reduce downtime

Site

- Storage locations modified to accommodate project works
- Traffic routes and controls updated to encompass the process changes
- Material handling changes

Project Quickening has a life until February 2021. Yep, that's right the restart project is designed as a temporary measure to get us running! We will have permanent solutions for each of these items above for the long term (Project Blizzard) in coming months.

Our current focus is to continue to be safe and to improve levels of production under Quickening whilst we seek approval on the design and installation of the long-term solutions for each of these operations.

The whole team at Caboolture site must be commended for how they have continued to handle constant change and disruption.

Greg Levinge
Caboolture Site Manager



COLAC

Congratulations to the Colac/Irrewarra Sites and in many ways the greater Victorian community on the we have come through the CoVid-19 lock down.

I'm personally excited to see Melbourne opened up because I will get to see my kids again and I think there would be many others in the same boat.

For this month's article I would like to move the focus away from Covid-19 and focus on some really positive events for a change.

There has been some really happy news around future AKD Employees with Dave TeKiri-Tuwairua in Dispatch being the proud father of Manaia-Wahi.

Note the jump suit that my wife found to ensure that Dave's daughter is being conditioned from an early age.



Congratulations also to Jaden and Amy Angus on the arrival of Grace.

I also want to give a huge congratulations to Mick Walker in the Greenmill Colac and his partner Bec, after going through the IVF program they have announced that Bec is pregnant and expecting on April 14th. Mick and Bec have fostered children for years and to now have a baby on the way is just fantastic.

Another arrival of a different kind is the new, second hand, L180 for Irrewarra. This was a fantastic buy and a shout out needs to go to Justin Hickey and Julian

Welsh for their diligence and flexibility on jumping on this bargain buy. Thanks also to AKD Senior Management and their flexibility, this opportunity would never have been possible in a big corporate and just shows that we can be structured and flexible.



I'd like to thank everyone who participated in the McGrath foundation events and/or donated money. I'm blown away by the generosity and to see the amount that was raised in the end makes you proud to be associated with such a giving bunch of people.

One of our fundraisers was a shooting competition but I'm not convinced that Toni Kirkup should be allowed to have a gun though, as you can see by the photo below she puts the "Western" in Western Action Shooting! One thing I will say, if targets broke because they were sworn at Toni would have shot 25 out of 25!



John Browne
Colac/Irrewarra Site Manager



AROUND THE GROUNDS

YARRAM

Transfer Auger

The Yarram sawmill has been the home of a vintage mobile auger, which has finally been transitioned to retirement.

The sawdust auger is used for weekend fuel storage for the burner and was mobile in nature presenting some safety issues securing it for use and towing it around site on a weekly basis.

We have taken the opportunity to salvage and utilise an auger from the Morwell site. The new auger has been refabricated by Yarram engineering to specifications completed by Nick Bennet with a new swivel design, allowing it to be permanently fixed in position. In addition to the new swivel design, the drive system has been changed from v-belts to direct

drive and can be easily lowered to ground level for maintenance tasks.

The benefit of this improved auger are multifaceted; in addition to the reduction in safety risk inherent in moving machinery around, there have also been improvements in the increased volume that the new auger is capable of and the improved staff utilisation now that the machinery is permanently fixed in place.

Special thanks to Yarram Engineering, Nick Bennet and Bill Wilson (Project Manager).

John Marshall
Yarram Site Manager



Redesigned sawdust transfer auger

TUMUT

Projects

The Tumut Capital program for 2020/2021 is progressing well. We have several small projects approved and in the process of implementation. These projects vary, ranging from quality improvement, safety, cost reduction and precision maintenance.

The projects include;

- Strapper – Installation of Signode Bulk Strap Reeler
- Debarker infeed deck - Replacement Hiabb Crane
- Debarker - Ring rebuild
- Pack Saw - Increase DTL capacity with implementation of small pack docker
- Maintenance - Upgrade Vibration Analysis software
- Drymill - H2F pack dryer to reduce staining of plastic wrap
- Trim Box's - Integrated door lifters to eliminate the risk strike from falling doors

We are presently installing the bulk strap dispensing system supplied from Signode. This will replace the old single reel systems and eliminate a manual handling task of loading reels into the dispenser, as well as significantly reducing change overtime of reels at the Strapper. Majority of the electrical installation has been undertaken by our 2nd year electrical apprentice Will Booby, under the guidance of Area Electrical coordinator Dan Attwood.

Will Booby with his Strap Reeler Control Console



Safety

As the weather warms up and we start to gear up for a well-deserved break over Christmas our focus will be keeping everyone safe, focused and motivated to finish 2020 as the year that kept on giving. No one wants or deserves, to go into the festive season injured or incapacitated in any way that will stop them from enjoying time with family and friends. The introduction of the safety interaction program will assist us in achieving this, it has been well received on site and as we move forward it will potentially help us drive out areas and tasks that may need to be focused on.

We have worked with our EAP provider and Mental Health First Aid training has been arranged to be provided to a select group of employees. This training will grant them the tools to recognise that someone is not themselves.

Production

I can't thank all the employees enough for their efforts around the performance of the site. So far for us the challenges we've faced due to CoVid and salvage log have not been reflected in anyway.

The site is achieving record numbers, continuing to run well above plan. I believe this is due to maintaining a clear focus on the result we want to achieve and trusting in others to perform their roles without over complicating things. I still believe we can get to the end of 2020 processing salvage log and all the work we are doing in checking log specs and grade will ensure we do. In saying that the log could go off quickly, especially with the rain anticipated for spring and summer. If we continue to monitor this closely, we will be in a good space to react and change the mill to continue to push through.

As we push towards the end of the year its easy to get complacent thinking of the Xmas break. Don't let complacency affect your judgement and put yourself in harm's way. Let's get to Xmas incident free so we can all earn a relaxing enjoyable break!

Again, thanks to everyone's efforts and be safe.

Rab Green
Tumut Site Manager



JELFOR

During September the Jelfor management team and HSR Luke steers undertook safety interaction training, this was then introduced to the site and has had a positive effect on employees with discussions being conducted regularly on behaviours and conditions, this has also helped the employees raise more hazards each month, on top of this initiative Luke our site health and safety rep has been completing weekly walk arounds discussing health and safety issues with all employees.

We have also seen the introduction of the site inspection program this includes housekeeping, first aid and general inspections of the workplace, some very good actions have come out of the inspections. We have also been focussed on maintenance of machinery and fixing the little issues that annoy our operators on a daily basis.

The site has also started working through the one on one process with all of our employees, this is focusing on reviewing how we are going as individuals and gives us a chance to understand what our employees want to learn going forward and for our employees to give us feedback on what opportunities they see we can do to make the site safer, better and more productive.

From now and for the rest of the year is a danger period for all workers, as we start to prepare for the well earned break that we need especially after the year that we have had so our focus will be on employees making the right choices and taking the time to look for and assess hazards in our workplace.

We would also like to welcome our new bookkeeper Kerrie Gabb and new process worker, Nadia Cormio, to the Jelfor team. Kerrie comes with a wealth of experience in bookkeeping and office management, is an avid Tigers supporter and can usually be found out in the hills behind Toongabbie on her horses or in her 4WD. Nadia Cormio joined us 6 weeks ago and comes Jelfor with a wealth of Experience in machine operation, mobile plant operation, and general labouring.

Daryl Hann
Jelfor Site Manager



PORTLAND PINE

Portland Pine Products celebrates 1 year of a new customer relationship with One Forty One.

In October 2019 Portland Pine agreed to supply the Jubilee Highway sawmill with posts for their kresol plant.

Since that date over 500,000 posts have been delivered for treatment.

An afternoon shift commenced employee an extra 10 people from the local community.

As a result of the commencement of this relationship the business now has increased the log input by 33%.

A capital project is being developed to upgrade a machine centre. This will allow us to cut long length logs on line, in turn increasing the sites ability to meet customer demand in a wide range of products which are offered.

The project has taken a great deal of logistical effort by the team and we are hopeful to have the project completed early in 2021.

On a sadder note we would like to say good bye to Mike Bitzer who is moving to another role within the wider AKD family. We thank Mike for the effort and support he has given the post and poles businesses over the past 2 years. Thanks Mike.

We also would like to welcome John Browne to his new role. We look forward to working with John and having John share his extensive knowledge in sawmilling and transferring some of that knowledge to continue to drive Portland Pine Products forward over the coming months and years.

Wayne Lawson
Portland Pine Site Manager



Work Experience with Tumut Logistics

with Amy Reynolds
Trainee Admin Officer



Work Placement Learning student Tim McGrath has recently completed some work at AKD Tumut under the guidance of Supply Chain Manager Frank Jusup and his team. Tim is currently in his first year at Charles Sturt University in Wagga Wagga, undertaking a degree in a Bachelor of Business Management with a focus on Information Systems.

He chose to target AKD Tumut as a host organisation for his placement because he believed he would gain a greater appreciation of a workplace with an organisation that has such a vast and diverse employee skill base. Tim also felt it would be a good opportunity to gain a better understanding of one of the major industries within his local community.

Tim is no stranger to the site as he carried out a Business Report on the mill as part of his preliminary studies back in 2017, and having his father and two uncles all working in different sections at the mill, he has certainly gained a great deal of insight into how various operations work.

During his time with us Tim participated in a variety of duties that come with being involved in the area of logistics and supply chain management;



Frank and Tim preparing for a supply chain meeting.

attending sales and supply chain meetings, assisting in preparing documentation and inspecting product prior to delivery to customers, and a range of other duties.

Tim is very grateful to Rab Green and the AKD community for allowing him to undertake his Work Place Learning at AKD Tumut, Tim is hopeful the professional knowledge and work practices that he has been exposed to over the last few weeks will enhance his employability skills in the industry.

We wish Tim all the best with his studies!

Congratulations Sam Perkins

with Justin Hickey
Colac Maintenance Manager



Congratulations to Sam Perkins, in Colac, who has just completed of his Cert III Fitter and Turner Apprenticeship.

Sam always had an interest in the fitting trade and started with AKD with the purpose of showing his worth in operations and transitioning to an apprenticeship as part of his professional development.

He started his Apprenticeship in 2017 and excelled all the way through his trade school and has become a valued member of the maintenance team.

We were very happy when he accepted a key qualified trade role with us in the Colac Greenmill and look forward to many more years of his service. Well done Sam!



Irrewarra Restart

with Hamish Little
Chief Operating Officer/
Acting Irrewarra Site Manager



As the largest sawmilling company in Australia, one of the key attributes that AKD has is its ability to remain agile and flex production when needed. This has never been more evident than in recent times with an uncertain market given the global CoVid pandemic.

The Irrewarra Sawmill was idled in March 2020 in a pre-emptive move to flex production down due to soft forecast market conditions. In more recent times, we have seen excellent market conditions defying most predictions and given our ability to flex production upwards, AKD decided to restart Irrewarra.

The decision to start Irrewarra was based on five key goals:

1. To increase AKD's overall fibre input volume in Victoria.
2. To more closely align our log suppliers and AKD by offering mutually beneficial solutions for logs that are not currently being processed at AKD.
3. To protect the AKD regional log basket from competitors.
4. To take advantage of inevitable reduction in finished goods in the market due to the 2019/20 bushfires.
5. To increase overall AKD profitability.

With a projected start up period planned of six to eight weeks, the gauntlet was thrown down to get it up and running safely in just two (thanks Shane!). And with that, the team hit overdrive!

A flurry of HR activities, maintenance works, log negotiations, site readiness, general hard work and planning ensued, with the end result being Irrewarra safely starting production again on October 5th – two weeks after the go ahead was given.

The safe restart of Irrewarra is an excellent example of AKD's agility and production flexibility. Not many companies could get a sawmill up and running within two weeks!!

We have recruited well, have a fantastic mix of experienced and new staff, and are currently focused on training our new employees while welcoming them and showing them the "AKD Way".

Many experienced ex Irrewarra staff have returned to the mill. Their calm heads, leadership and direction have been amazing and are setting us up well to continue to be a safe and productive site going forward.

So far, so good, and as Shane says, if you want to go fast go alone, if you want to go far, go with others!!



"Answering the call"

It was a quiet Friday night when I got the request. Could I please head down to Colac to head up the maintenance planning and execution for the Irrewarra restart. Oh, by the way, you've got two weeks, came the final comment! So I packed my bags, rang a few trusted contractors, and off I we headed to meet Justin Hickey, Ben Grinter, Mick Ritchie and Hamish Little.

Now I'm pretty familiar with the Irrewarra Mill, having spent some time there back in the day so I was very excited about being part of the team to get it up and running again. Our main focus has been to go from machine centre to machine centre to get them ready for full operations. Testing, lubing, checking safety stops and signing off on the areas that were ready to go.

One thing I will say, is that the previous production and maintenance team left the place in great condition, and their monthly preventative maintenance system really allowed the team to get the mill up and running quickly. So far all of our work has been done safely and efficiently, and I'd just like to give a big shoutout to all those involved – the support and collaboration on site has been second to none.

Whilst there is still plenty of work to do and improvements to be made, I'm confident that we are on the right track to return the site to its full production capacity. Once this job is done, I really look forward to supporting AKD with any other projects that are on the go.

NICK BENNETT



"Nick has played a major role in getting the Irrewarra Sawmill back into production, especially given the short timeline. Nick is a seasoned campaigner within the timber industry and has a long history of working with AKD. Nick's experience, focus, leadership and eye for detail particularly regarding engineering safety improvements has been invaluable for the Irrewarra Sawmill and its safe return to production. Nick has also provided leadership and mentoring within the broader group given his extensive timber milling experience."

HAMISH LITTLE

"Mill Musings"

When the call went out to rally the troops for an immediate restart of Irrewarra, I was approached to lend a hand in the safety and supervisory role. Although I have worked in the Colac dry mill for 4 years, I wasn't sure how much I could offer in the Greenmill environment.

This concern soon disappeared as I delved into the day-to-day routine of the mill and found that in reality, a lot of the hazards, controls and operational settings are very similar to what I was used to. My initial focus was to ensure that the CoVid plan was in place, our tracking was up to scratch and the team had satisfactory sanitiser and other safety measures in place. With that done, my focus soon turned to people management, training and working with Nick Bennett and the maintenance and ops teams to review SOPs, isolations and to highlight health and safety improvement opportunities.

The first day of production was a very satisfying feeling for me! We had all worked really hard to get there and the wealth of support from the broader team, the guidance from the ex-Irrewarra employees, and the enthusiasm of the new employees all melded into a positive, and more importantly, safe restart to the mill.

With the mill up and running, the focus will now start moving towards production and quality improvements, bringing my dry milling experience with me to see what we can achieve. I'm learning every day, and the time in the Irrewarra Greenmill is certainly rounding out my timber milling experience.

MICK RITCHIE

"Mick was specifically seconded into the Irrewarra Production Supervisor role to provide on-the-floor leadership and organisation, particularly regarding safety given the high number of new starters. Mick has not disappointed, and has led the charge by supporting team members to review and update SOP's, ensuring isolations are up to standard and generally mentoring others using his knowledge gained in the Colac Drymill. Mick has grabbed the opportunity to learn the workings of the Greenmill and is already picking it up fast and making adjustments where needed. It's a fantastic opportunity for Mick to continue his learning experience at AKD and he is certainly making the most of it."

HAMISH LITTLE



AARON ADRICHEM • AKILI MOISE • ALAN ROSSOUW • ALEX MOORE • ALLAN BOOBY • ANDREW BUSCH • ANDREW CASSIDY • ANDREW STEVENS • ANDREW TAYLOR • ANTHONY ELLIOT • BACUMI NIYIBIGIRA • BAMBLING FAMILY • BEACONSFIELD HOME TIMBER AND HARDWARE • BELINDA GARDINER • BEN BICKERTON • BENSIM ABARCA • BRADLEY COATS • BREEDER'S CHOICE • BRENT HATELY • BROOKE WELSH • BROWNE FAMILY • CAITLYN BARRY • CAMCO • CAMERON PERCY • CAROLYN ARNOLD • CHANAKYA JAYASURIYA • CHARLES HENNESSY • CHRISTIAN GIBBS • CHRISTINE BRIGGS • CITY TIMBER • CJD EQUIPMENT • CLARK RODGER • CLEARWATER LOGGING AND TRANSPORT • COLAC SECONDARY COLLEGE • CRAIG CAMPBELL • DAMIAN PILAT • DAMIEN SIMPSON • DAVID HEWITT • DAVID MCGINNESS • DAVID REILLY • DEAN TURNER • DEBRA KELLY • DELANIE VARRICCHIO • DESON BALAN • DJUMA ADRIEN • DYLAN FLANIGAN • EDWARD STONE • EDWARD STONE • ELIAS AKLE • FRIDEY FAMILY • GARY DOLAN • GLENN • GRAHAM HARRIS • GREG MUSSON • HANN FAMILY • JADE EGAN • JEFFREY • JOHN HAYDEN • JOHN STEPHENS • JONO HAY • KAREN JOHNS • KARINA SULLIVAN • BLACKWELL • KYLE COMRIE • L.T BLACK • HALUSKA • LUMBERLINK • MARINA MILIC SEABROOK • MARK SUNTJENS • MATT PACKAGING SUPPLIES • MELISSA GARNER • MICHAEL CADDIS • MICHAEL SWANSON • NEWCASTLE TIMBER TRADING COMPANY • ONE FORTY ONE • PAKAFLEX • PAT JONES • PAUL AND LIZ HICKS • PAUL SHURVELL • PETER ARNEL • PETER STOITSE TRANSPORT • PINE TIMBER WHOLESALERS • RABIN TAMANG • RANDEEP CHEEMA • RAWIRI KAHAKI • RAYMOND P LUCAS • RICHARD IAN BERRY • RODDY ENGINEERING • ROGER WITHERS • ROSCOE'S TIMBER HARDWARE AND GARDEN SUPPLIES • ROSE MOLLENHAGEN • RUSSELL RODDA • S & S EQUIPMENT HIRE • SAM BUTCHER • SAMUEL WALSH • SARAH BIDDLE • SHANE BLACK • SOPHIE DEVINE • STEAN WALKER • STEVE BAUDINETTE • STEVE WUNDERLICH • STS TIMBER WHOLESALE • SUE SNEDDON • TAYLOR TOWERS • TILE IMPORTER • TOBY PUMPA • TRACEY MANNING • TRARALGON CLEANING SERVICE • VICARY FAMILY • WADE TEICHMANN • WARREN EYERS • WAYNE LAWSON

Thank You for the Donations

There's no denying 2020 has been a difficult year. For a lot of us, that difficulty only came from dealing with the effects of CoVid-19 and the lockdowns, but for many women and men it meant facing those same difficulties, whilst also dealing with breast cancer.

More than 83,000 families have been supported by the McGrath Breast Care Nurses since 2005 however, breast cancer still remains the most common cancer affecting women in Australia. So although it has been a challenging year, AKD wanted to ensure that charities like the McGrath Foundation weren't being forgotten about, and we set ourselves the mighty target of raising \$50,000 this year (more than double what we raised last year!). We are extremely proud to announce that not only did we hit our total of \$50,000 but we absolutely smashed it out of the park! Our official final total for Pink Up 2020 is a huge **\$82,916.60!!!**

The McGrath Foundation does fantastic work in raising awareness for breast cancer and whether it's a mum, sister, friend, cousin or colleague we have all been touched by breast cancer at some point. This is a cause very close to the heart of our company, particularly at our Colac site, as we sadly lost our colleague and dear friend Jo Fletcher, in September of 2018. In October of this year, Jo would have celebrated her 60th birthday. Jo worked at AKD for 13 years in the Finance Department and was definitely the 'mother hen' of the Colac office. Jo was humble and well loved by the entire AKD Team and was known for her direct communication style, her sense of humour and most of all, her caring and supportive nature. This is just one of the many ways in which AKD has been affected by breast cancer.

Across the AKD sites we held many different events, from countless BBQs and raffles, to selling as many different pink items as we could find – most of which were donated by local businesses, which was fantastic to see! We also sold pink shirts and shoelaces again this year and handed out pink face masks.

We also sold pink face masks to our customers, which were a big hit with our Victorian customers! It was amazing to see how many of our customers were more than happy to purchase masks, some even offering to make another cash donation as well!

One of the most significant pink changes came from Pakaflex, our product wrap supplier, who came to us with the suggestion of turning our product wrap 'Pink' for the month, at no extra cost! Our in-house graphic designer Brooke Welsh quickly put together an amazing design that included the pink AKD logo, McGrath Foundation logo and pink ladies and the donation link so anyone that interacted with our product was able to easily follow and support us. On top of this, Pakaflex also donated \$1000 to our fundraising goal which was greatly appreciated.

Each site had their own unique ways of promoting Pink Up this year. Tumut held site BBQs each Wednesday, with resident BBQ King Jon Baker from the Green Mill always stepping up to the plate to cook. Tumut also had an auction going for the month of October with the highlight piece being a small pine table built by Ray Bryan, who took the opportunity after hearing AKD donating pine to the Adelong Men's Shed. It was built using Sugar Pine which had been burnt by the huge Dunn's Road Bushfire earlier in the year. The table was an excellent piece of hand-crafted workmanship and the bidding was nothing short of spirited, with Frank 'the Richmond Tigers' Jusup (Tumut Logistics Manager) ensuring it was going home with him.

It was absolutely fantastic to see every site get on board with this great cause and push their absolute hardest to raise awareness and much needed funds for breast cancer patients around Australia. AKD would also like to acknowledge and thank the various suppliers and contractors who also very generously donated, showing great support for the McGrath Foundation.

Thank you to each and every person who donated, this was truly a team effort and we can't wait to see what we can accomplish next year!



McGrath Breast Care Nurse Michelle Hamblin

What wonderful communities we live in to have such an amazing company involved in supporting the McGrath Foundation and Jane's legacy. Thank you to the whole team at AKD across Australia for your support. You are incredible!

I have been a very passionate McGrath Breast Care Nurse in Colac for nearly 12 years, and extremely humbled by our local communities efforts to raise breast cancer awareness and fundraise to support the work of breast cancer nurses across the country.

The McGrath Foundation was started in the kitchen of Jane and Glenn McGrath's house with Tracy Bevan 15 years ago after Jane was diagnosed with breast cancer for the second time. Jane was originally diagnosed with breast cancer at the age of 31, and sadly passed away 11 years later in 2008. It was during treatment for her second diagnosis, that she met a breast care nurse for the first time, and then it became her mission to ensure that every person and their family in communities across Australia would have access to a breast care nurse, for free and at any point in their experience.

Jane's legacy with the McGrath Foundation now funds 151 McGrath Breast Care Nurses in communities across Australia as well as raising breast cancer awareness.

Our role as McGrath Breast Care Nurses is to help families in Australia experiencing breast cancer by providing invaluable physical, psychological and emotional support from the time of diagnosis and throughout treatment. This support is provided free of charge and can be accessed through self-referral, and at any point in time.

In 2020, 1 in 7 women and 1 in 167 men will be diagnosed with breast cancer before the age of 85, totally nearly 20,000 this year. Early detection through breast awareness and screening is so



Glenn McGrath and Michelle Hamblin

very important to help with treatment. Due to the unprecedented COVID 19 pandemic, there has been up to a 40% drop in screening attendance which will have a significant long term impact. Screening and imaging services have COVID safe plans in place, so they are very safe to attend and a very important appointment to keep.

For men and women, it is also very important to know what is normal, so if you grow them, you should know them, and check in with your GP if you have a concern.

Thank you once again for your amazing support AKD!

Cheers,
Michelle



JELFOR



Pop-Up Pink Shop at Yarram



Shotgun Shooting Competition at Colac



Caboolture



Customer Cambria Pallets
with face masks and shirts



Tumut



Yarram

Effective Leadership Development

with Carl Schmidt
Electrical Manager



While finalising plans for getting Caboolture up and running again, the Leadership group at Caboolture took the opportunity to embark on module one of the OPEX journey. OPEX is an acronym for Operational Excellence and is designed to help build capacity at AKD on a National level. All sites will take part in the program once travel restrictions ease and there is a safer way to deliver the program in our more Covid-19 affected locations. The program has been adopted as a direct result of the Site Culture Survey completed in late 2019. It will assist AKD to become an organisation that is well configured, operates sustainably, fluidly and adaptably, and is populated by highly functioning leaders and teams.

Prior to face to face training, all participants completed a pre-programme questionnaire designed to challenge thoughts and beliefs on how to be a leader for AKD; took part in a personality assessment to help identify individuals strengths and weaknesses presented under various circumstances; and received feedback from a self-selected group of superiors, peers and subordinates on how their leadership skills are perceived.

Once the pre-learning was completed, the group took part in four days of face-to-face training with Tim and Jill from Dalmau Consulting. Tim and Jill provided insights on how to understand different personality types, and the importance of having a good mix to be a truly high-performing functional team. The group also developed a Social Contract under the guidance of Tim and

"OPEX has been a great opportunity for me to reflect on how I interact with others. I am always looking for ways to improve myself."

Brett Lawson
Technical Quality Control Officer



"OPEX has helped me to be more aware of the needs of others during conversations."

James Price
Green Process and Kilns & Boilers Manager



"Everybody is unique. Just because it works for me it doesn't mean it will work for someone else. Being able to communicate well allows for a better outcome for all."

Kayla Austen
Cadet



Jill. This identifies what is and is not acceptable behaviour when interacting with others and all have agreed to be held accountable to this social contract. The face-to-face training was closed out with the topic of Partnerships for Performance, highlighting the importance of partnerships at all levels of the business for AKD to achieve Operational Excellence.

Since completion of the face-to-face training, all members of the group have been involved in online structured activities and exercises along with expert and peer coaching. These are designed to deepen the learnings of the four days and reinforce the key points before moving to the next module.

This is a clear sign of the commitment given by the AKD Executive Team to developing its people in the pursuit of Excellence. We are already seeing a change in the way the Caboolture Leaders interact and conduct their day to day activities, with the program often being a topic of discussion amongst the group. We look forward to the ongoing personal development, the opportunities the coming modules will bring, and the chance to expand the learning across all teams. At the time of writing this article the entire Dry Process Team have had an introduction to the program with the support of Tim, taking part in a workshop to develop their own Social Contract.

R U OK? DAY

Caboolture

with Christian Gibbs
Dry Process Manager



One in six Australians is currently experiencing depression or anxiety or both.

One in six? That's a pretty confronting statistic, this is equivalent to 3.2 million people today who are affected. More importantly, behind every one of those numbers that makes these statistics, is a person. Behind every person is a family, a friend, a mother, father, children—the impact and profound effects of these numbers is phenomenal.

When was the last time someone asked "R U OK?"

It doesn't happen enough. During these challenging times where we've all been pushed further into social isolation as a result of COVID and stopping the spread, it's become all the more important than ever to stop and ask "R U OK?". We are all social creatures, and social interaction is a critically important contributor to good health and longevity. For Caboolture, R U Ok Day was the perfect opportunity to remind ourselves of this, and to stop and take the time to push beyond the normal pleasantries which are part of the everyday workplace.

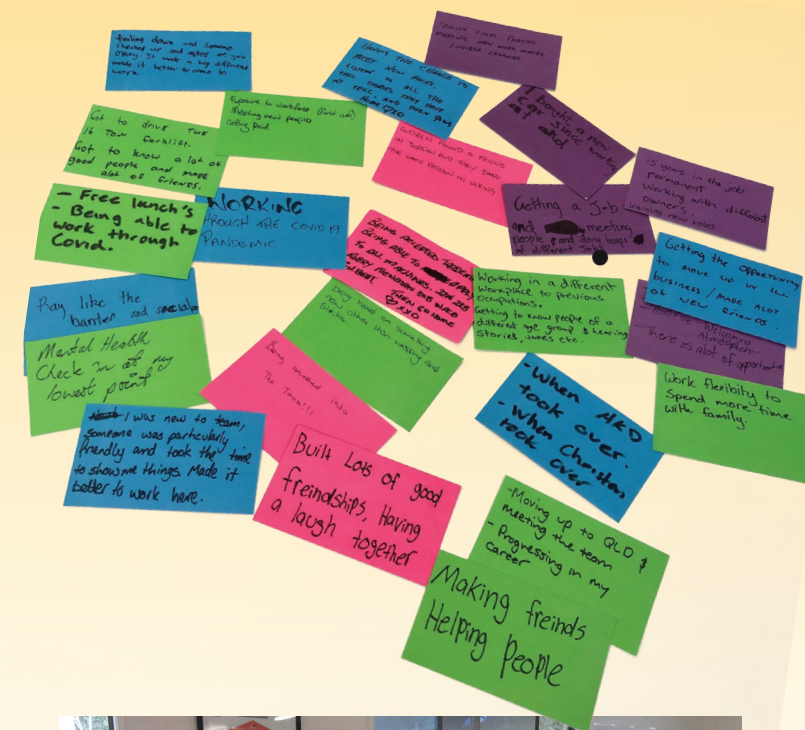
We took the time to pair up with people with whom we knew the least in our team, to interview our counterpart about their positive experiences in the workplace. We wrote the positive experiences on cue

cards, so we can keep those positive moments to create a memory wall in our Break Room. After we broke off into our pairs and completed the interviews, we all came back and shared our partner's positive experiences with the entire team.

This was a positively uplifting experience. It was fantastic to see new friendships being formed, to see people outside of their normal circle of friends, and to observe and partake in the positive interactions taking place within the team.

Next time you see something a little off with a work colleague, take a moment to ask "R U OK?". If someone takes the time to ask you, give a genuine answer, don't be afraid to speak up and say "Actually, I'm struggling a bit mate".

Check out some of the positive experiences listed on the cards, they make me proud to be a part of the Caboolture team.



Samantha Heit and Ben Heath



Paul Smith and Robin Hobbs



Mark Wood and Jordan Schilling

Salvage Update

with Peter Annetts
Engineering Manager



Processing

While the salvage operation continues to have a combination of green, brown, and black fire affected logs, the site has continued to process the logs and manage the impacts. The ongoing trials and RESI tool data of various age class logs have provided a wide range of data, which is being used to monitor wood qualities. Good size resource is being delivered with a focus on quick delivery and processing to manage the impacts from blue stain.

The pictures show where some of the blocks are being "clear felled" to allow for replanting. This means that the log deliveries do have some logs that have still got signs of life. Harvesting continues in full swing with pulp, export and sawlog being generated from all operations.

The Tumut site continues to focus on short delivery times from harvest to production, bark percentage, environmental controls, throughput and grade recovery, all of which is underpinned by safe operating procedures and communication.

Environmental Controls

One of the identified threats that comes from the processing of burnt log at Tumut was the environmental exposure of having ash flushed off the site onto neighbouring farmland. To minimise

this, extensive drainage and capture work of storm water was undertaken. The first part was to segregate any off-site stormwaters passing through the site and mixing with the site runoff. This was done by a diversion which separated the two streams and captured the log yard runoff into a dam.

Recently completed infrastructure now allows for this water to be irrigated, used in a water truck or returned to the Wastewater Treatment Plant (WWTP), for further processing before discharging off site. As part of the return to WWTP pipe work, additional pre-filtration will be included to reduce the build-up of solids in the storage tank. This will reduce the frequency of the contractor cleaning of the first flush tank.



WWTP Irrigators

Forestry at Green Hills

Learning the Ropes

with Ian Williams
Acting Queensland
Sales Manager



During the recent break in production at AKD's Caboolture mill, the Queensland Sales team took the opportunity to have some of the production team spend a week or two with us. It was a great opportunity for these team members see what happens after they produce our finished goods.

We were delighted to have Jae Wilde, Alice Fresle, Dean Clinch and Samantha Heit run through some basic training on; product knowledge, where our products are used, call planning for making and

receiving customer phone calls, and order entry and tracking. It also was great to run the team through how we forecast for production and sales, and how we track that process in our business.

From the feedback I have received from Alice, Dean, Sam and Jae, I believe the experience was well worth it. They will take the knowledge and training they received in the short time they spent in sales, through to all of their current and future roles with AKD.

ALICE

For the past two weeks I have been working along-side Ian Williams and David Hewitt following their roles. I have enjoyed my time in Sales, and it has given me a new insight on how the entire site runs on a daily basis. Ian and Dave have been fantastic and have gone above and beyond to teach me the ins and outs of their daily tasks in such short time.

DEAN

If the sales team are not keying in orders, they are checking through available stock and hunting to sell to different customers to reach monthly and weekly targets. A five-second email or phone call from the sales team to a customer can add a great amount of profit or sales for the company.



SAM

Firstly, a huge thank you to Ian and Dave for guiding me through my week in sales, I appreciate their precious time and knowledge. This week has taught me more than I thought it would. I have gained so much product knowledge including core planning, load and ordering, treatment details, local and international competitors and the most enjoyable moment was seeing our finished goods products framing somebody's forever home! A very proud moment. It is a moment of realisation, that you're participating in someone's dream one way or another, and all the hard work you have done hasn't gone to waste, just made someone happy. This product knowledge is valuable to me. I can take that information with me throughout my career here with AKD to pass onto others. I am excited to share my experience and I believe this information can benefit anyone.



JAE

I have found my time working with the skilled sales team at AKD Caboolture to be a highlight of my career with AKD. Ian has been a very good teacher and has guided me through the process of interacting and dealing with customers, the nuances of being a salesperson and creating good business relationships. Working with Dave and Lee has been a pleasure and I felt like I fit in well with the team. I have enjoyed my time here with the team and look forward to working with them again.



Ferny Forest Mountain Bike Ride

with Brett Lawson
Technical Quality
Control Officer - Caboolture



On 19 September 2020 we kicked off Caboolture's Health and Well-Being Club. A small group of five met up at the Ferny Forest Mountain Bike trail, Ewen Maddock Dam. Two of us had already completed the trail before, but the rest of us were in for a surprise with what the trail had to offer.

This is a fast-paced, up-and-down, windy track that was a lot of fun – we just had to be aware of the sharp turns and tree roots while the dew was still around! Not one of us got through the track without almost coming off. One of us did come off, but I will leave the guessing up to you. I would give this track a high rating for anyone who doesn't mind a bit of off-road mountain biking.

If anyone has any ideas for things we could do as a group to have fun and get a little fitter, please let me know!

We are looking to expand this group into hiking too, as we want more and more people involved. There has been a small group going mountain climbing every Saturday, so if you are looking for some great views from Mt Ngungun or Wildhorse Mountain, talk with Jae or Ray.



Jae and Rae



Greg Levinge



Don MacPhail

Brett Lawson



Chris Varley (blue) and Casey Snow (red)



Welcome to
the **TEAM**



JONO HOLT
EFP MANAGER

The AKD team welcomes Jono Holt to the National Team in his role that will see him managing AKD's Export Sales, Finger Jointed Products and the groups Purchasing.

Jono has been in the Timber Industry for over 20 years starting his journey with Boral Timber and then a short stint at Hyne Timber before spending almost 20 years at Simmonds Lumber one of AKD's wholesale partners.

Jono has a wealth of experience and will add plenty of knowledge to our team and some great insight from one of customers. Jono is 'relationship focused' and throughout his journey has made many connections that will aid him and AKD in the future.

Jono is family man married to Mandy who has also spent a large part of her working life in the Timber industry also working for Mortim, another of AKD's customers for extended periods.

Jono and Mandy have two daughters, Paige (15) and Gemma (13) who are both tremendous athletes, both multiple state champions in various life saving events including Iron Woman. Both of the girls are sponsored by infront surfcraft with Gemma also being sponsored by Engine Swimwear.

FAVOURITE FOOD:
Crumbed Lamb Cutlets

FAVOURITE MOVIE:
Star Wars

FAVOURITE FOOTY SIDE:
Essendon

3 PEOPLE FOR DINNER:
Jennifer Garner, Kelly Slater
and Anna Ivanovic

**SOMETHING YOU DIDN'T
KNOW ABOUT AKD
UNTIL STARTING:**
the sheer volume

**SOMETHING WE DON'T
KNOW ABOUT JONO:**
I love horse racing and I
have shares in horses.



FOOTY TIPPING COMPETITION WINNERS



1st - Joe Hardwick (Tumut)
2nd - Gordon Kelso (Tumut)
3rd - Martin Rees (Berkeley Vale)

Week 8 Leader - Wayne Hoad
(Tamworth Building Supplies)

Week 15 Leader - Joe Hardwick

1st - Peter McLeod (Bunnings Group)
2nd - Justen Jackson (Capeview Building Supplies)
3rd - Thomas Deane-Johns (Tait's Tooronga)

Week 8 Leader - Peter McLeod

Week 15 Leader - Peter McLeod

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

Welcome to
the **TEAM**



ANDREW ASH
H2F
CABOOLTURE



BLAKE GORFINE
DRY MILL
COLAC



BRETT WEAVER
GREEN MILL
IRREWARRA



CLEMENT DELOR
GCA
CABOOLTURE



CRAIG BEALL
DRY MILL
COLAC



EMILY WETEMANS
GREEN MILL
COLAC



GABE VINCZE
GREEN MILL
YARRAM



GEORGE EDWARDS
GREEN MILL
IRREWARRA



ISAAC TOPPIN
MAINTENANCE
TUMUT



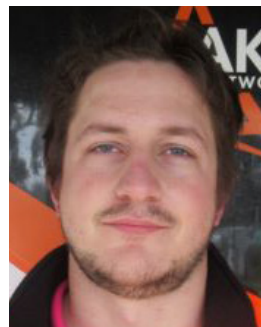
JAKE CARR
DRY MILL
COLAC



JAKE CARRISON
GREEN MILL
YARRAM



JALON BOSSI
DCA
CABOOLTURE



JARROD GRANT
GREEN MILL
YARRAM



JARROD O'SHEA
DRY MILL
COLAC



KERRIE GIBB
BOOKKEEPER
JELFOR



LACHIE HARTY
GREEN MILL
IRREWARRA



NADIA CORMIO
MILL HAND
JELFOR



NATHAN BROWN
GREEN MILL
IRREWARRA



SCOTT HALLS
GREEN MILL
IRREWARRA



STEPHANIE MCGUANE
GREEN MILL
IRREWARRA



TEAGHAN VANCE
DMD
COLAC



TIMOTHY BUCK
GCA
CABOOLTURE



VANESSA BAILLIE
GREEN MILL
IRREWARRA



WAYNE LOWEN
GREEN MILL
IRREWARRA



ZANDER HICKEY
GREEN MILL
IRREWARRA

**HAPPY
ANNIVERSARY**

NAME	YRS	DEPT.	SITE
Robert Newton	35	KIL	COL
Richard Crawford	20	LOG	YAR
James Poole	15	GCA	CAB
Wade Teichmann	5	DCA	CAB
Jennifer Kay	15	ADM	YAR
Antony Fowler	10	GMY	YAR
Aaron Blundell	5	TPG	GIL
Benjamin Holmes	5	GMD	COL
Mark Breceljnik	5	DIS	BV

Lets Get Social!

Follow
AKDSoftwoods



The Wrap-Up

I think there are two different types of people in this world – those who *talk* about getting things done, and those that *actually* get things done.

These last few months for AKD have shown that we are the type of business, with the type of people, who get things done and make things happen.

- We said we were going to start up Irrewarra and have it receiving logs and running within two weeks and we made it happen.
- We said we wanted to start up Caboolture by September and we made it happen.
- We said we'd raise \$50,000 for the McGrath Foundation and not only did we make that happen, but we raised over \$82,000!

These are just a few examples of recent events where we've shown our perseverance and determination to remain the action oriented work place we are.

October was an incredible month with the Pink Up efforts from each site. I am absolutely blown away at our total of over \$83,000! I would like to thank each site and every individual that donated and helped us hit our goal for the McGrath Foundation and the Pink Up October cause.

I would like to thank the four shareholder families that supported our efforts by matching your donations, which helped us become the number one fundraiser for Pink Up in Australia for 2020.

Breast cancer is a terrible disease and impacts far too many women and families in Australia. Being able to raise so much money to assist these families by offering the aid of Breast Care Nurses is truly amazing and we should be proud of what we have achieved as both a business and as a team.

And while it's one thing to help raise awareness and funds for Breast Cancer, it's equally important that we get the message out to women of all ages how important it is to be checked for breast cancer. As uncomfortable and awkward as it can be, I encourage everyone to ask the question of their sisters, mums, aunties, partners and friends - "have you had a recent screen?" You could influence someone to take an action that could save a life.

We have had two big events occur over the months of September-October and that's the re-opening of Irrewarra and the start-up of Caboolture Mill after the fire earlier this year. These start-ups show just how focussed we can be when we see the opportunities arise and collectively we can make something happen quickly, ensuring we do not miss out on opportunities.

A massive thank you is due for all those involved in both of these processes. Our ability to adapt and change

our business to suit the demands of the market is a real strength of our company and shows our resilience. I would like to acknowledge everyone who has made both of these start-ups possible – your dedication and hard work does not go unnoticed.

I want to recognise the "new" Irrewarra Team, who have shown genuine excitement for getting this site up and running. I thank Nick Bennett and Mick Ritchie for their successful leadership of this start-up.

I'd like to congratulate Mike Bitzer for his new role as GM of Highland Pine Products (HPP). This is an exciting time for Mike and his family who are about to start their re-location process. I would like to thank Mike for his leadership in the Executive Team at AKD over the past 18 months and I wish Mike all the best in his new role and look forward to both his success and the Oberon Team benefiting from Mike's leadership.

I'd also like to recognise Hamish Little who stepped into the role of Irrewarra Site Manager whilst we were getting this site back up and running. This was a big ask of Hamish as he was managing a sawmill at the same time as doing his day job as COO. Hamish is now also acting Colac Site Manager due to John Browne stepping out of this role onto new and exciting things.

Which leads me to congratulate John Browne for his new role as GM of Post and Poles. I am confident John will do great things in this new role supporting and building on the success of Wayne, Daryl, Damien and the whole team.

As a business, we have achieved some monumental things and this all comes down to us being completely action oriented. We set ourselves big goals and whilst it's often daunting, like everything in life you can break big things down into small manageable pieces.

We're in the home stretch of 2020, and with one final edition of The Splinter to come, the end of the year is quickly approaching. I remind everyone to remain diligent at work and at home. Keep looking out for each other so we can all enjoy the Christmas break fit and healthy.



Shane Vicary
CEO

