

THE SPLINTER



Caboolture High's Forestry Learning Tour



AKD EMPLOYEE NEWSLETTER

EDITION 38

MARCH - APRIL 2021



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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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AKDSOFTWOODS

www.akd.com.au

Up coming events

May

MON	TUES	WED	THUR	FRI	SAT	SUN
					1	2 STARLIGHT DAY
3	4	5	6	7	8 World Red Cross Day	9 Mother's Day
10	11	12	13	14	15 Great Ocean Road Running Festival Lorne & Apollo Bay VIC	16
17	18	19	20	21	22	23 Australia's BIGGEST MORNING TEA
24	25	26 NATIONAL Sorry DAY	27	28 Stars of the Central Coast 2021 Gosford NSW	29	30
31						

NATIONAL MEN'S HEALTH AWARENESS MONTH

June

	1	2	3	4	5	6 Caboolture SHOW
7	8	9	10	11	12	13 Run Forrest Trail Run Forrest VIC
14 QUEENS BIRTHDAY PUBLIC HOLIDAY EXCEPT QLD & WA	15	16	17	18	19	20
21 FIGHT MIND.	22	23	24 20x20 Art Exhibition Gosford NSW	25	26	27
28	29	30				



Bowel Cancer
Awareness Month

WE NEED YOUR *Help*



**GOT AN EVENT OR
IDEA FOR THE NEXT
EDITION OF THE
SPLINTER?**

*We'd love
to hear it!*

Email info@akd.com.au or contact your SPLINTER rep:

NSW: Janice McDonald

YARRAM: Lauren Beattie

PPP-JELFOR: Kerrie Gabb

COLAC-IRREWARRA: Sophie Devine

CABOOLTURE: Rose Mollenhagen

There is certainly a lot of activity happening across our sites at the moment and everyone is extremely busy! It is really important that we don't lose sight of the small stuff – the day to day fundamentals (hazard reporting, safety interactions, corrective action follow up etc).

There were a number of things that we had planned last year that had to be put on hold due to the CoVid situation, however we still need to get them done. Therefore, at the start of the year, we sat down and looked at what had been done during the previous 12 months and what still needed to be done, they pulled together the below plan for 2021 – these items will form our focus for the next 12 months:



While we have a plan to work through to improve our processes our plant and our equipment – it is our safe behaviour and choices that will drive real improvement.

We have been focusing on behaviours over the last few months, however many of the reported events continue to highlight there is still a lot of improvement required. Our business does not want, nor do we encourage, our people to put themselves in harms way for the benefit of operational gain – Shane our CEO has communicated this many times! Yes, when we have breakdowns or the production line stops for whatever reason, we want to get up and running as soon as possible (that's business) – **but not at the expense of your safety.** There is a big difference between doing something efficiently and doing it safely. Remember why you have the choice to be safe – is it because your kids and partner are waiting for you at home? Is it because you are getting ready to enjoy that well deserved holiday that's coming up? Is

it because you are simply investing in your future – so you can enjoy life!

Every day – every task, remind yourself.....MY SAFETY matters!

I want to give a big shout out to those that have shared a snippet of their personal reasons and why safety is important to them, these look fantastic and will be displayed across our sites – THANK YOU!



Safety

with Toni Kirkup
National Health & Safety Manager

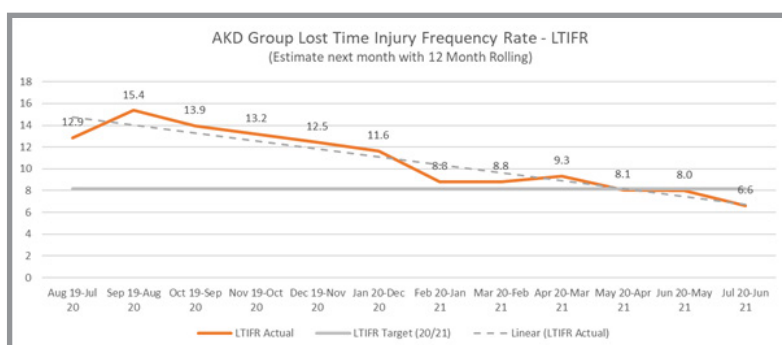
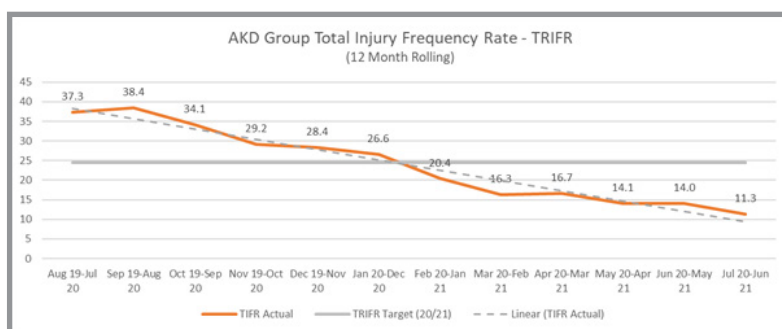


The March – April Safety Focus was Mobile Plant and Vehicle Safety. This is a topic that I am really passionate about. I cannot believe that in this day and age, people are still being killed at work (across the country in many different industries) as a result of working with and around mobile plant and vehicles. It was really pleasing to see the improvements made throughout March and April, but this is an area that we need to continually improve, continually monitor, and continually talk about. If there are areas that you feel can be improved, please raise it with your Supervisor / Manager.

During May and June, we will be looking at our 'non-routine' type tasks, particularly for tasks that are completed by our cleaners, maintenance and contractors. Many of their tasks involve activity that is not completed regularly, areas that are congested or awkward to work in, tasks that involve contractors are usually completed because they have a certain skillset that we may not necessarily understand what's involved. I am looking forward to seeing what improvements we can make to make their tasks easier and more importantly safer.

With regards to our Injury Performance, we set a target of 40% reduction which was ambitious but look at the improvement. As I always say, this is not about a statistic – this represents the work put in by our workforce – making safe choices, demonstrating safe behaviours and 'owning' their individual safety.

The below graphs show the forecast which is based on no further recordable injuries. Let's finish the 20/21 period off strong, safe and striving Towards Zero.



YOUR HEALTH AND WELLBEING

HEADING INTO THE COOLER MONTHS...



Honey consists of a large range of minerals & has an antibacterial effect. It protects our body against many diseases which are relevant during winter.

Although potent in flavour, ginger is a natural way to recover from the common viruses that go around during winter. It is known for improving digestion, soothing upset stomachs and boosting our immune system. A little goes a long way, so try adding ginger to your hot teas and stir fries.



Just one cup of broccoli contains more than 100% of your daily Vitamin C needs. This is important during the colder months, as Vitamin C assists in strengthening the body's immune system.

The longer hours of darkness during the winter can lead to drops in serotonin levels, which may cause the sad feelings known as the 'winter blues'. Eating healthy carbohydrates can boost serotonin, so try eating more:

- Nuts
- Whole grains
- Beets
- Sweet potatoes



CABOOLTUR

AROUND THE GROUNDS

As we see change in the form of physical infrastructure, like the greenmill sawdust clam bin refurbishment or the refit of the Boilers fibre Storage shed, it is also present in our site teams.

The transition in the people that make up our teams and site is evident. There are both replacement of operational positions left from the apprentice drive and employee change from resignation and retirement.

It is with a heavy heart that we have said farewell to highly experienced team members as they pursue new opportunities in life and with families. We wish them all the best and thank them for their loyalty, hard work and for what they have helped us achieve as a site and culture. We know it will take time to rebuild that experience as we welcome new members.

January and February were solid months for the site with production with teams hitting forecasts and having some fun. March was a difficult month with an increase in downtime, project changes and further transition of new employees for the teams. We also spent time introducing schools and trade colleges to

the forest and wood products industry in conjunction with HQP (our forest and log providers).

It's important to acknowledge the impact the team has, and will see, in navigating recruitment, training and onboarding of new members. This is obvious as you see the new faces across the site, requiring additional training and increasing operational challenges. The team are considering the big picture, and it will require every single one of us working together. This is shown through cross training in machine operation from maintenance, drymill to greenmill and kilns/boilers to support each other get the job done.

As we head into May and June, the site will see the kilns and boilers fibre storage shed refurbished with new material handling equipment, commencement on replacement of Kilns/Boilers electrical systems, upgrade to fire detection and suppression systems, fire water holding tanks and a handful of small projects to support team safety and productivity.

The next key step is removing the loading of the boiler fuel hopper 24/7. This will be a great step forward in supporting the team. They have done a fantastic job to keep the place running and deal with less than perfect fuel mixes and upset conditions – keep up the great work team!

Behaviours, attitude and effort are all things we as individuals can control. It does not take time to turn them up a notch or to keep them at the highest level. The employees are demonstrating this through their commitment to change, adaptability and how they respond to a setback or just another change. Putting your hand up and asking for help is not a sign of weakness, being kind to each other does not mean your soft and offering to help is not an attack on someone not doing their job – its these behaviours that are building new teams or strengthening relationships.

The change and pace over the last three years is truly amazing. Thanks to everyone for your focus and support both onsite and offsite! Take care and talk soon from the Caboolture team.



The greenmill Sawdust Clam Bin. Refurbished and in its new location adjacent to the Greenmill

Greg Levinge
Caboolture Site Manager





Boilers Fibre Storage Shed – Refurb commenced



Farewell George and Dean – all the best

HEALTH AND SAFETY

Traffic management Plan Caboolture

The site has undergone a few changes in the recent months that has prompted the review of the way we move around site along with communications. In light of the other incidents that have occurred around the business there has been a focus in this area.

Health Wellbeing

Lee Midgley has recently been undergoing some treatment for sun related skin condition.

He willingly offered himself up to remind those on site of the risks of sun damage to your skin.



Skin cancer has affected many persons on site and we have made it our theme for the month of March to be aware of the skin cancer risks.

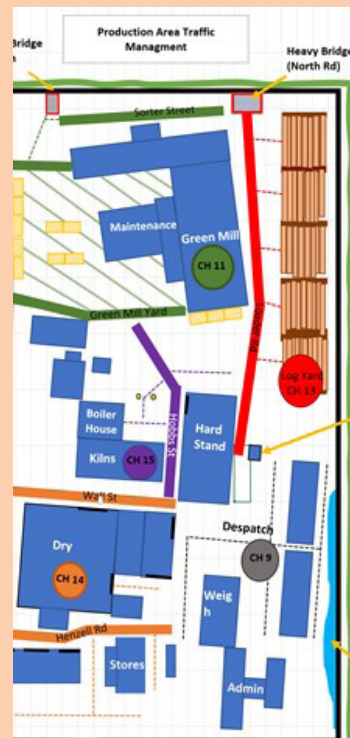
As you can see from his photo that the sun can affect areas that you don't realise until years later. Lee was wearing a hat on many occasions and this is reflected in the colour above.

Traffic Management– Stake Holders

Consult. Each area had a separate meeting to review the current plan and to see the impacts and improvements that could be put forward. This included key transport companies and staff and area managers.

The Plan Now is to change the UHF channels to help communicate with site and contractors. Naming of some streets to remember some previous employees.

Upgrade the signage and maps to reflect the changes and we should have a better system all round site.



Colin Balboni

EHRS Manager - Caboolture



COLAC-IRRE

AROUND THE GROUNDS

COLAC

SAFETY

With many new faces in the Colac team, our safety leadership on site is more important than ever. Ensuring we stop, think, and plan our works to be able to carry them out safely is paramount, especially when we have new team members and contractors on site.

The safety interaction program is well embedded now and showing some fantastic results both at Colac and across the group, when you get a chance have a look at the trends from September 2020 onwards as they clearly show the impact of this “boots on the ground” program. Our business is built on collaboration and conversations, the safety interaction program is a great example of this, helping, learning and supporting each other to stay safe.

PROJECTS

Colac continues to focus on its projects, mainly aimed at safety, throughput, recovery and efficiencies. With the increase in production, some projects have changed slightly as pressure now comes onto different parts of the mill. An example of this is the Logsort, which is now having to do record numbers of logs given the increased sawline production.



The site walkway safety improvement plan is well underway, a fantastic project at improving staff safety regarding pedestrian and mobile plant interaction.

In the Greenmill, the waste system is being improved to be able to handle the additional volume, and various projects are being worked through to further increase

sawline production and efficiencies.

The Kilns have also had time budgeted in for increased works and repair to ensure they meet the increased drying capacity needed.

A new OMS strapper has been signed off for the Drymill which will decrease downtime and increase safety and production in that area of the process. The Drymill staff are particularly excited by this news and I'd like to thank the team for their diligence regarding this project which resulted from many site visits and reviews regarding the appropriate plant for the project.

PRODUCTION IMPROVEMENT

In March Colac had a solid month of production finishing 3% above forecast. To put this in context, the Colac Greenmill historically averaged 121m³/hr log input, in March it averaged 150m³/hr. There is no single “silver bullet” that has led to this increase, it is simply a result of bringing the production, maintenance and sawdoctor teams together in order to meet a common goal of increased production. I'd like to thank the entire team for their efforts as we continue to raise the bar and realise the potential of the USNR sawline.

Given the strong performance in the Greenmill and the buoyant market, the Drymill will move to a 10th shift in April to maximise finished goods output.

Hamish Little

GM Operations and Interim Colac Site Manager



IRREWARRA

SAFETY

A big focus on Safety through March specifically around Mobile Plant and Vehicle movements. Our Safety Interaction targets were completed for the month with some great outcomes to improve Safety going forward. Identified some gaps around our Contractor management through the month and we will continue to work with Steve Wintle on improving this process.

PROJECTS

Major project at Irrewarra is our Kilns and Boiler restart. Paul Muscat our Maintenance Manager has been leading this project along with Brady Wicks and his entire team. Both teams have done an

WARRA

outstanding job to get us into a position to complete final commissioning in mid-April. Unfortunately, we did have a setback with the Boiler failing during final commissioning and the project is now on hold for 5 weeks until the Boiler can be repaired.

PRODUCTION

We are still actively recruiting to try and get our skill base up and Mick Swanson has been a great support with this. We missed our Budget for March 92% versus forecast and at this stage we will miss April as well. Our biggest challenges have been downtime, and this is an area we will continue to focus on going forward. All McDonald and Hans packs are being reworked at Irrewarra and the team have hit the ground running on managing this.

Patrick Morrissy
Irrewarra Site Manager



Team Leads Jason Connely & Ben Kendle

HEALTH AND SAFETY

With the effects of Covid somewhat behind us, the ability to kick start training for our staff has again presented itself. Courses such as Working at Heights and Confined Space have been a real focus to ensure we are arming our staff with the skills to undertake high-risk tasks out in the field. Following on from that, it was identified that rescue/retrieval from heights or confined space was an area we were lacking.

Until now, for heights and confined space work, we simply relied on emergency services to be able to attend site for rescue if things didn't go to plan. Recently, we received confined space rescue equipment which puts our teams in a position to undertake rescue/retrieval where safe to do so.

Suppliers, 3M and Blackwood's attended site to run our Maintenance teams through product familiarisation and rescue techniques to ensure our teams are competent, should a rescue situation present itself.

Following on from this training, through consultation with our teams, suitable rescue plans



will be developed for all confined and restricted spaces, and training will be refreshed at regular intervals. Training and the right equipment help the site in achieving the goal of Toward Zero – Think Safe, Work Safe, Be Safe.

Steve Wintle
VIC Health and Safety Manager





TUMUT-GILMORE

AROUND THE GROUNDS

SAFETY

As we come towards the end of the salvage log, and with the inevitable changes to the way we operate in front of us, it's so important we keep focused and concentrate on the job we are doing. It's in times like this that people become distracted, and start thinking about their future, about the future of the sawmill and when people become distracted this is when accidents happen. SLAMs & Safety Interactions are a couple of valuable tools available to use to identify potential risks and how you have controlled them. Your safety matters, Our safety matters.

There is nothing so important that it can't be done safely.

SALVAGE LOG

March saw the winding down of the fire salvage program with only 20% of incoming deliveries now coming from burnt material. AKD Tumut processed more than 550,000m³ of fire salvage log which equates to almost 1.5 Million individual logs. The program has been considered a success, in the fact that the majority of fire salvage log capable of providing structural timber was processed and delivered to market.

In February we started to see deterioration of the logs as evidenced in the timber processed through the dry mill dropping quality (significant down grading of affected boards), as a result AKD stopped receiving the majority of fire salvage log, considering AKD's reputational standing of providing quality product to the market is of paramount importance.

While most fire salvage operations have ceased delivering logs into AKD, two fire salvage operations continued from Bago plantation, with one being 48 years and the other 52 years of age. Currently the structural integrity of logs coming from these plantations is holding up, they will continue to have analysis of quality indicators regularly reviewed.

Photos of the 52-year-old compartment at Bago plantation being harvested and loaded for delivery to AKD Tumut.

PROJECTS

Lots of smaller projects being undertaken and

completed in March.

Completed:

- Jumbo dispenser drymill to reduce manual handling
- Trim saws door drymill under installation for a less risk system to hold doors open
- Portable pack saw being commissioned to produce studs and cleaning up offcuts
- PLC Upgrade Stage #1 – implementing
- Drymill H2F Pack Dryer – complete
- Drymill Breeders Choice Roof Fans – complete

Projects ongoing:

- Debarker Ring Rebuild – Parts in transits
- Kilns Transformer Replacement– rescheduled Xmas 21
- Greenmill Stacker Gantry – application submitted
- Gilmore warehouse project to allow for more direct freight to Bunnings.
- New LED lighting installed, concrete replaced and currently sourcing a new office to support staff with increased freight requirements. Outdoor treated product in Ve3 and poles becoming part of stock holdings.
- First Load of Poles being unloaded at Gilmore as a Trial for the Treatment Cylinder.

PRODUCTION

Production has been tough through the first part of the year. Substantial downtime has hindered the performance of the Greenmill, and this has snowballed through the rest of the site. Plans in place to address these concerns and get back on track. Vacancies across the business with skilled employees retiring or leaving. Thanks to all these employees for the help and contribution this year and for their whole career. We are currently backfilling with casual labour and hiring. Hurdle for the site is reconfiguring its structures to cope with the decreased volume from July forward. Please take the time to reflect on the journey we have come and embrace the change going forward. It's been a challenging year on all fronts.

Rab Green
Tumut Site Manager



MORE



Photos of the 52-year-old compartment at Bago plantation being harvested and loaded for delivery to AKD Tumut

HEALTH AND SAFETY

SHARING & LEARNING

Over recent months, we have had a couple of events that either did result in an injury or had the potential to do so.

It is critical that when we have these types of events, that we learn from them and implement effective controls to prevent a similar situation from occurring in the future.

“To have an incident is unfortunate.....but to have an incident and learn nothing from it is unforgivable”.

Last year the business implemented a process which has been really effective. I want to share with you all, what that process is. If there is a recordable injury (medical treatment or lost time injury) or an event that is potentially serious, the site team are required to conduct a full ICAM Investigation – this looks at what happened, what gaps we have and what controls we need to implement to prevent it from happening again.

Once the investigation has been completed, we prepare two reports, a full investigation and a presentation with the key information.

We then hold an Incident Debrief session which includes Leaders from all sites and the Executive Team. The presentation is delivered by the relevant site and allows the opportunity for other sites to ask questions, provide feedback or solutions that may not have been considered.

Given our sites have very similar hazards, it is important that if a hazard is identified and controlled at one site – we need to ensure the same control is implemented at the other sites.

Now, I know this article may seem ‘irrelevant’ to some, however I think it’s really important that our people know that when there is an incident on site (any site), it is taken very seriously and that the improvements we are making are not just done on one site – but are implemented on all sites if relevant.

While it is disappointing to have had the events that we have had on site, we have been able to implement some great solutions...redesign of our locking pin set up on our Coastal sidehead lifting device, installation of mining flags for our loaders to improve visibility in our Logyard, process changes to how we perform checks on our bandsaws – many improvements that were shared with us from other sites, or we have been able to share.

The great thing about being a large business and having so much knowledge across the group is the ability to share and learn from each other!

Until next time stay safe.....YOUR safety matters.....
OUR safety matters

Rodney Sutton
EHSR Advisor - Tumut



YARRAM

AROUND THE GROUNDS

Timsaw Safety Rails and Platforms

The Yarram site has just completed the installation of new access platform and handrails to the drymill trimsaws. The site had a solid reputation for putting safety first and this is a perfect example of how a few minor changes can create a far greater safety payback.

Prior to this installation operators were required to access trimsaws to change blades and the maintenance team were required to access belts and bearings by climbing in between machine just to gain access.

The grid mesh platforms and handrails have been a welcome addition to the drymill trimsaw area, making saw area access easier, in addition to making blade changes and maintenance far safer.



Welcome Isabel

Yarram welcomes its new apprentice electrician Isabel Fyffe. Isabel's interest in becoming an electrician was sparked in high school in Yarram, after completing work experience with local electrical company Mossy's Electrical during year 10. Following that Isabel started a school-based apprenticeship in year 11, based at Loy Yang power station and really enjoyed the industrial side of the trade.

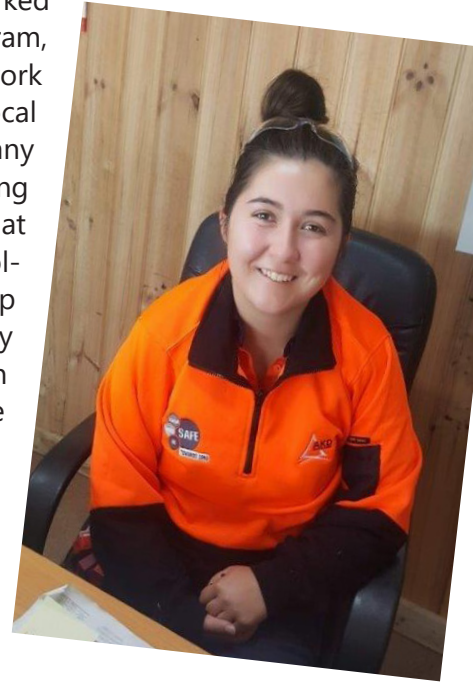
After finishing year 12 she secured an apprenticeship in Melbourne and expected to complete her electrical apprenticeship after relocating to the big city, however, Covid-19 struck and like so many other tradies, the work stopped. "It was a blessing in disguise," Isabel said. "I am happy being back home in Yarram and being able to pursue the career that I wanted."

Isabel was working at Café Aga in Yarram when her former careers teacher Jo Darvil contacted her, having seen the advertisement for an apprentice electrician at AKD.

Isabel was selected for the role and commented "Being on the industrial side of things opens up many opportunities," gaining experience "as an electrical mechanic onsite, performing fault-finding, maintenance and setting up new equipment after it is installed".

Isabel loves to get out into the bush in her spare time being a keen four-wheel driver and camper. Most weekends you'll find Isabel along way from home challenging herself in the bush in her eighty's series Toyota Landcruiser with her pet dogs Winnie and Billy,

We wish Isabel all the best for her future here with AKD, welcome aboard!



Welcome Dax

New Addition to the Family

Yarram site would like to introduce Dax Broersen the newest edition for front end loader operator dynasty!

Congratulations to Mitch Broersen and his partner Tuaine on the safe arrival of their son Dax Broersen. Dax was welcomed at Traralgon regional hospital, weighing 5 pound 5 ounces, a healthy baby boy. Dax has a few siblings to help him learn the ropes of early life, with three brothers and one sister, however I am sure he'll be ruling the roost in no time!

Mitch has been with the AKD team for two years as one of our front end loader operators, and he and Tuaine both live locally in Yarram. AKD would like to congratulate Mitch and family on the new arrival and wish them all the best with their growing family.

John Marshall
Yarram Site Manager



HEALTH AND SAFETY

"IT AIN'T ROCKET SCIENCE"

Yarram over the years has deployed some good safety initiatives – but what comes back to mind when I think about them are the words 'It ain't rocket science'.

I had the good fortune of having a Regional WorkSafe Inspector as a tutor during some of my OHS training - he quite often said those words.

What does that mean? Lets look at the photo I took on site the other day – a storage board for cleaning tools. What do you see?

Yep it is simple – a board to hang the brooms & shovels on..... not necessarily - what you see is the very basis of good safety or the starting point 'acceptance'. I see a board that people have chosen to accept - how? All the places for things to hang are full and the floor is clean. Our team members have chosen not only to clean the area, but they have chosen to use the board to safely keep the tools in place.

Now add in that acceptance with our recent effort focus around 'Line of Fire'. Another basic 'it ain't rocket science' concept.

Basically for every action there is a reaction...if I stick my hand or arm in that moving part, there is a chance I could get hurt - simple.. but it is acceptance of thinking that way.

So, what am I getting at? Sometimes we get hung up on the complicated solutions to fix issues and sometimes when it is over complicated, we never get to an end point. In reality the answer to most problems can be YOU. What YOU are willing to accept, who have YOU reported it to and how do YOU think the issue could be improved?? What YOU are willing to do has a direct correlation to improving safety. So next time you look at your job, your next task, your work area – remember...'It Ain't Rocket Science'.

Graham Clarke
EHRS Advisor - Yarram





JELFOR

AROUND THE GROUNDS

At Jelfor over the past 12 months we have embarked on a safety journey, as we all know, hazards exist in every workplace. The important thing is that these hazards are identified, and the risk mitigated, in order to minimize the probability of an accident or injury occurring. Hazard identification is a process used to assess the potential of a certain environment or activity to inflict harm on an individual.

Effective controls protect workers from workplace hazards, help avoid injuries, illnesses, and incidents; minimize or eliminate safety and health risks; and help employers provide workers with safe and healthy working conditions.

We wanted to share with you all how we are going at raising hazards and incidents at the Jelfor site. In the last 12 months we have raised our awareness, we talk about hazards and incidents daily and give feedback to our employees.

With Luke, the Jelfor OHS Rep's help and dedication the reporting has gone through the roof.

In the last 12 months, 102 hazards/Incidents have been raised which is an outstanding achievement considering where we have come from in our journey. 88 hazards/Near miss and 14 incidents, from the 102 hazards/Incidents raised 93 of these have been completed and closed out, 9 are still outstanding.

This is a 91% close out rate!

As the hazards are raised, they are risk scored and actions are put in place to fix the issues. Photos are now uploaded into risk manager as evidence they have been completed. Thank you for all of your help.

Well done team!



Daryl Hann
Jelfor Site Manager



Our New Intranet 'AKD Connect'

Eddy Chong
Group IS&T Manager



AKD is proud to launch our newly redesigned Intranet <https://akdsoftwoods.sharepoint.com/sites/AKDHub/>

With employees located in multiple sites across Australia, we need to ensure they have easy access to news, information, and other resources. With this in mind as well as focusing on one of our key objectives this year to improve internal communications, collaborative working and employees engagement, a team consisting of various members from IT, HR and H&S came together to a workshop in March 2021 to brainstorm on how to refresh the company's Intranet. The primary goals of the Intranet development effort were focused on aesthetics, simplifying our content, and increasing the visibility of our programs. The new design also allows for streamlined menus, clear navigation, and a responsive layout for all platforms.

The result is a digital community hub that we can all be excited of for many years to come, bring collaboration and better communication!

What's in a name?

We felt the name Intranet is too boring. We wanted a name that portrays AKD's culture; inspire and motivate our employees; capture the purpose and role of our intranet.

This is going to be the most-used buzzword on the lips of every employee, potentially for years to come. It's the very brand of our intranet. Hence, we started a naming competition which received a lot of participations with great, creative sounding names (and some out of the box / other worldly ones too!).

It was a very difficult decision but at the end, the panel believed that the name AKD Connect best suited what we were aiming for in the Intranet – it connects us together as one people, connects us to the vision and mission of AKD, connects employees to the tools, documents and latest news.

Congratulation to the two people who contributed to the winning name – Trevor Riddle and Vicki Keogh!



A big thank you to the project team, to the leadership for supporting this initiative and to all those who have contributed to the successful roll-out and usage.

AKD Connect doesn't end here as we will now move to include contents and news from every sites and departments.

Caboolture Forestry Learning Tour

On Monday 22nd February, a Forestry Learning Tour visited AKD's Caboolture site. The tour involved students from Caboolture High and other local high schools, and was an initiative of AgForce. The aim of the tour was to broaden the student's knowledge of the forestry and timber industry, and they had started their day by visiting HQ Plantations forestry before travelling to our Caboolture site.

The students had an awesome time at Caboolture, getting to know some of our staff who shared their expertise and inside knowledge of the industry.

Students explored both the Green Mill and the Dry Mill, gaining an understanding of the process of transforming a log to a piece of timber while maximising recovery, and how the rough sawn product is converted to a finished product ready for despatching.

Both locations displayed samples of what the departments produce, and discussed the purpose of extra resources required, such as bearers, sticks, wrapping, and grading labels.



Throughout the tour, students and teachers alike were amazed with the sophistication of technology and machinery used within the sawmilling industry.

The AKD team did an excellent job of stepping out of their comfort zones to help educate students, and many thanks goes to those who were involved in the planning and execution of the visit. Exposing individuals to the sawmilling industry is a great way for them to learn about the various careers paths within the industry, contributing to the future of the industry.



SERVICE RECOGNITION

FAREWELL & GOODLUCK

Duke Kahaki CABOOLTURE

The Caboolture Drymill team are a pretty tight knit bunch, they are a group of highly engaged sociable and motivated people.

One larger than life character has left the Caboolture team—to relocate closer to his family. Duke Kahaki has been working as an operator in the Caboolture Drymill for a little under two years. During his time he has always been a key member of the team.

His happy, engaging and approachable personality has always been a key highlight for those around the Caboolture Site.

With Duke's family commitments in Gold Coast, he has been completing the weekly pilgrimage home each weekend, and has now made the change to spend more time with his family and being home every night.

To celebrate Duke's contributions to the Drymill team, and recognise the impact he has had on all of us, we elected to have a morning tea as something just a little different.

All the best Duke, we all wish you well on the next stages of your life!



Duke Kahaki and
Darcy 'Cupcake' Osborne

The Caboolture Drymill Team getting around Duke on his last day.



AKD welcomed these new employees in March-April 2021 and encourages everyone to make them feel welcome and work together to keep them safe.

Welcome to
the **TEAM**



ANDREW BULLOCK
GREEN MILL
COLAC



BRENDEN FORD
DRY MILL
COLAC



DAVID MALAMALA
DRY MILL
CABOOLTURE



IRVIN CHANCHICO
GREEN MILL
COLAC



JASMINE JENKINS
GREEN MILL
COLAC



JESSICA MCLAUGHAN
GREEN MILL
COLAC



KATHRYN HARRIAGE
GREEN MILL
COLAC



KENSON KADATUAN
DRY MILL
COLAC



KIRIL TUKAVKIN
GREEN MILL
IRREWARRA



LILLYIAN ADAMCEWICZ
GAP YEAR EMPLOYEE
CABOOLTURE



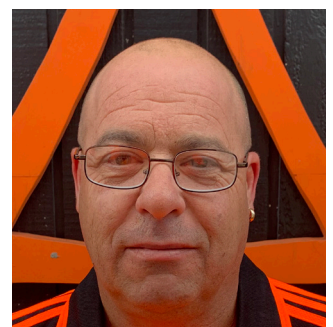
RAYMOND BLACK
GREEN MILL KILNS
IRREWARRA



REBECCA MCMAHON
TREATMENT
COLAC



ROB SCHAEFER
GENERAL MANAGER
STRATEGY



SCOTT MATTINGLEY
GREEN MILL FITTER
IRREWARRA

HAPPY ANNIVERSARY



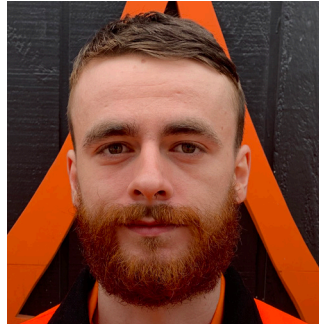
DALE WHITE
DRY MILL
COLAC



DARREN COLGAN
DRY MILL
COLAC



JONATHAN FOX
GREEN MILL
COLAC



JORDAN FOLEY
GREEN MILL
COLAC



MACKENZIE HAGART
GREEN MILL
COLAC



PARITOSH SHRESTHA
PROJECT ENGINEER
CABOOLTURE



STEPHEN DIGNAN
GREEN MILL CLEANER
IRREWARRA



TOBI MASON
DRY MILL
COLAC



WADE BROWN
GREEN MILL KILNS
IRREWARRA



ZHANE RASPIN
DRY MILL
COLAC

NAME	YRS	DEPT.	SITE
John Hayden	40	GMS	COL
Phillip Douglas	35	KLN	TUM
Kelvin Matchowitz	30	DMT	TUM
Wayne Power	25	GMT	TUM
Bensim Abarca	20	SAL	BV
Ginelle Rae	15	TTP	COL
Timothy Baker	15	GCA	CAB
Gordon Kelso	10	RAM	TUM
Christ Haslem	5	KIL	COL
Jordan Schilling	5	DCA	CAB
Joshua Armstrong	5	GMD	COL
Mark Mitchell	5	R/M	COL
Robert Thresher	5	DMD	COL

The Wrap-Up

A number of years ago we determined that our business needed to have some guiding lights or values that defined the culture that we wanted. Collectively we determined the following behaviours or beliefs to create that culture:

- Collective responsibility
- Internationally competitive
- Zero Harm
- Continuous improvement

As a company we were much smaller, maybe the 4th or 5th largest sawmill in the country and we recognised that we needed to evolve. Our safety record was not great, we hurt too many people on a day to day basis, our equipment and processes were not internationally competitive and there was no collective responsibility.

So what is **collective responsibility**? It is the concept that we are all responsible regardless of our position, regardless of our tenure, regardless of our attitude, education, sex, height, weight age etc, etc. Every single one of us either gives or takes in our business and this happens consciously and subconsciously. It was a realisation moment for us as a business that we needed to invest more resources and effort into our culture, we could not simply buy more equipment to make us successful. We needed the whole team to be collectively responsible for our business to be successful, simply put "we needed more givers."

This realisation has been well defined by others, the quote I love is **"culture eats strategy for breakfast"**. You can have a great business idea or great equipment or a great product but if the culture is poor, you are doomed to fail. Its like an ingredient in a recipe or part of an equation in a maths problem, you need all parts to make it work.

So collective responsibility was a key "belief" that we ran with, and we focused on the need to put the teams needs above the individuals, and then the companies needs above the teams or departments, it was the concept of eliminating silos.

We actively removed people who were negative and destructive to our culture. It became unacceptable to say, "that's what's wrong with this place", we wanted people focused on solutions rather than problems. We wanted a focus on continuous improvement. It was about recognising that we are all collectively responsible to continuously improve the business. It was about celebrating success and being genuinely happy when someone in the team succeeds, not jealous!

Internationally competitive – what does this mean? Quite simply recognising that our business has to compete with companies that are vastly bigger or have vastly bigger resources and that when we sell our timber into markets, we are competing on an international stage.

So, to be competitive we have to benchmark ourselves against the best. No one is going to protect us, no one is going to look after us. We have to protect ourselves, and we do that by being internationally competitive! We do

this by ensuring we make a great product with fantastic service at a cost that is internationally competitive, we are a customer focused business.

So those four beliefs evolved into three of our pillars:

1. Internationally Competitive
2. Zero Harm
3. High Performing Teams



The concept of collective responsibility or our culture evolved into the pillar "developing high performance teams" and continuously improving we believe is a component of "being internationally competitive".

That leaves the centre pillar of our five pillars - zero harm. Quite simply as a business we have a goal of no one getting hurt in the pursuit of our financial goals. I often get asked "isn't zero harm unrealistic, shouldn't it be "towards zero harm?" To me, "towards" is not a "destination", therefore, its not our beacon on the hill or our goal.

Right now, I could be talking about all the fantastic people who have joined the business or about the market conditions that exist during the current unprecedented timber demand. But right now, the business outcome I am most happy with is the 40% reduction in our LTIFR result for FY21 which follows the 20% reduction in FY20. More than 60% improvement in 2 years!!

So how did we achieve this amazing goal? Through collective responsibility, that's how.

We are all responsible every day for each other.

Take care.



Shane Vicary
CEO

