



Reflect Reconciliation Action Plan

JANUARY 2024 – JUNE 2025

TIMBERLINK[®]
Australia & New Zealand





Cover Art: Tamay Beam (Kookaburra (AU))

ACKNOWLEDGEMENT

In the spirit of Reconciliation, Timberlink Australia acknowledges and pays respect to the Traditional Owners and Spiritual Custodians of the Country on which we live and do business. We pay our respect to the Elders past, present and emerging and through them all Aboriginal and Torres Strait Islander Peoples across Australia and recognise and acknowledge their continuing connection to lands, waters and communities.

Pictured: Kea (NZ)

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A MESSAGE FROM

Timberlink's CEO



I am delighted to announce the launch of Timberlink's Reflect Reconciliation Action Plan (RAP).

Our decision to embark on this journey was borne from our desire to connect more fundamentally with the Communities within the regions we operate in and to strengthen our commitment to develop and nurture an inclusive and diverse working environment.

Both objectives are important to the success of our Reconciliation Journey.

The Reflect RAP signifies the beginning of Timberlink's journey. It's a journey that I am proud that Timberlink is embarking on and to provide opportunities for our employees, business partners, and our communities, to engage and learn about First Nations Culture and historical perspective.

Over the next 18 months, we are committed to progressing the key areas of Reconciliation through fostering Relationships with our First Nations Communities, and to reflect respectfully First Nations cultural protocols within Timberlink.

This will allow Timberlink to build the foundation from which opportunities to empower and to support self-determination of our First Nations communities may arise. This foundation will be underpinned by a structured and considered cultural education and awareness program for our employees and those within our sphere of influence.

The learnings for Timberlink as we progress on this journey will be profound and I look forward to travelling this path with you all.

Paul O'Keefe

Chief Executive Officer
Timberlink Australia

Pictured: Galah (AU)

**“THE LEARNINGS FOR TIMBERLINK AS
WE PROGRESS ON THIS JOURNEY WILL
BE PROFOUND.”**

Paul O’Keefe
Timberlink CEO

A MESSAGE FROM

Reconciliation Australia's CEO



Reconciliation Australia welcomes Timberlink to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Timberlink joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

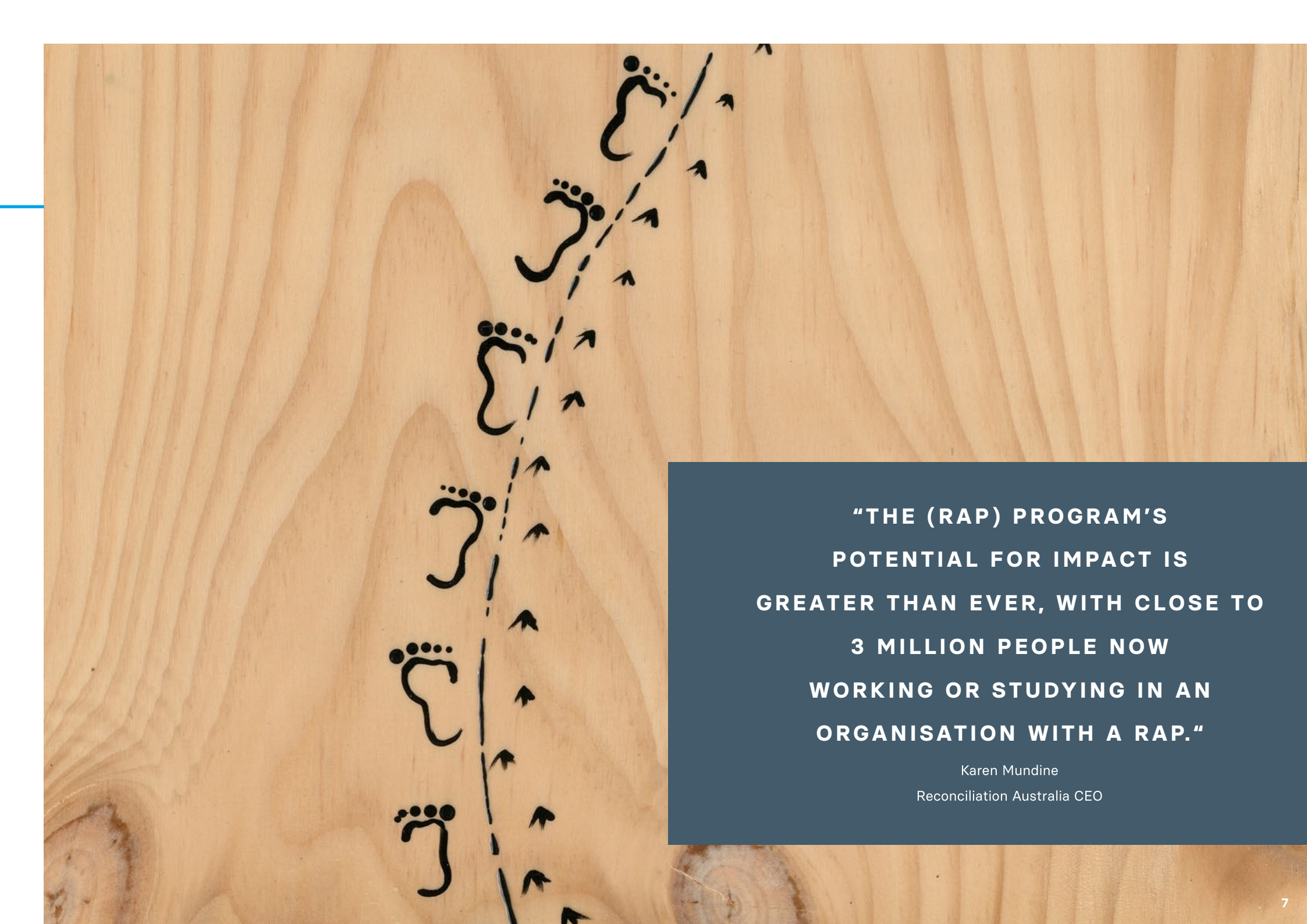
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Timberlink to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Timberlink welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



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Karen Mundine
Reconciliation Australia CEO

A MESSAGE FROM

The Artist



“Jingy Walla (Hello), my name is Tamay Beam and I identify myself as an Aboriginal Minjungbal woman from Booningbah, Fingal NSW of the Bundjalung Nation. My mob is Freshwater and Saltwater Coastal traditional landowners.

As of this year, 2023, I have been practicing Aboriginal Art for 9 years, both on a professional and personal scale with artwork available in several galleries across NSW, QLD and VIC.

Tamay Beam Art consists of Contemporary Aboriginal Artworks; all original and authentic – collection of Aboriginal art designs.

On my 9-year artistic journey, I have established my personal form of painting and developed my own techniques and styles as represented on my completed artworks.

My Contemporary Aboriginal Artworks are all a representation of my personality, style, culture, traditional symbols and interpretations reflecting the stories behind the paintings and my meanings to paint.

My objective is to supply and use professional series quality art products when creating artworks and conducting lessons or workshops. My workshops and custom pieces that I design, are painted by meaning

and culture. They are a form of engagement and participation for all involved; a collaborative artwork of symbolism, connectedness and Cultural Awareness.

A goal of arts-based learning is to create immersive learning experiences to help participants, school groups and teams gain new Cultural Awareness, re-kindle your creativity and imagination, solve problems with creative resilience and approach the future with optimism through the delivery in my Contemporary Aboriginal Art.

We don't possessive this land, we look after this land, we don't harm this land, we belong to this land¹.

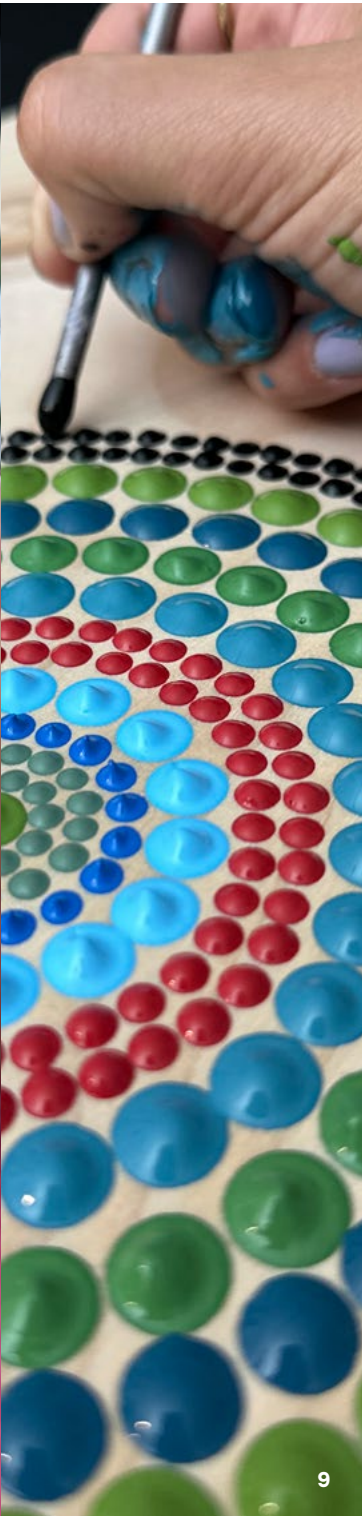
Ngali wunah nah mala jugun, Ngali garima mala jugun, Ngali wunah janja mala jungun, Ngali na mala jugun.”

Tamay Beam

Contemporary Aboriginal Artist

Tamay Beam Art

¹Literal translation of Tamay's language group.



About the Artwork

"The four live-edge pine wood timber slab panels are a personalised Aboriginal Artwork and story in itself to represent Connection, Sustainability, Cultural Reflection and our Environment. All in which values are embedding within Timberlink Australia & New Zealand.

The Artwork mirror the internal operations of Timberlink Australia & New Zealand through the eyes and nature within our native fauna; birds.

Birds and Timberlink alike are committed to sustainability and the responsible management of our environment which is a critical role in maintaining balance of ecosystems. The artwork shows the meeting places of these groups, displaying the members within these groups, the distance and the journeys each responsible person within these groups are taking, working in conjunction.

The distance, the dedication and the vision, are not limited to what we see in front of us, but from what we can capture through a bird's eye point of view. We co-exist with wildlife and the artwork represents the hard work that birds play behind the scenes improving our quality of life. Birds have many important roles that they place, as does

Timberlink and the internal processes that are carried out on a daily basis to achieve positive results.

In respect of Timberlink and the association and connection shared with native fauna; birds; the base of the artwork; the Pine Live-Edge Timber Slabs have been customised and made a primary focus for the sustainable development and appropriate Cultural inclusion. The importance of this acknowledges and works towards positive impacts to a future made better for all; the people, wildlife and environment.

We don't possessive this land, we look after this land, we don't harm this land, we belong to this land¹.

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Tamay Beam

Contemporary Aboriginal Artist

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¹Literal translation of Tamay's language group.



About Timberlink

Timberlink Australia Pty Ltd ('Timberlink') is a leading Australasian producer of timber products made from renewable plantation pine. We operate two regional large-scale manufacturing facilities: one in Bell Bay, Tasmania, and the other in Tarpeena, South Australia. We also have sales and distribution teams based in Perth, Adelaide, Sydney, Melbourne and Bell Bay, in addition to sales and customer service staff in Blenheim, New Zealand.

Timberlink employs more than 650 people and except for a sales office in Blenheim, New Zealand most of our employees are Australia based, located largely in regional areas. We are currently unaware of how many employees identify as Aboriginal and/or Torres Strait Islander people however and in support of our Diversity and Inclusion strategy we are seeking to address this with the imminent deployment of a Human Resource System that will support the tracking and reporting of Aboriginal and Torres Strait Islander employees in our organisation.

Timberlink manufactures plantation pine products for building new homes, renovation projects, and other industrial manufacturing

applications including packaging, pallets and furniture components. These products are sold in Australia and New Zealand, with wood chip also exported into countries such as Japan.

Timberlink has made significant investments in innovation through timber manufacturing across both of its facilities. This year Timberlink expects to begin manufacturing Cross Laminated Timber panels (CLT) and Glue Laminated Timber members (GLT), wood composite decking and screening boards and finger-jointed and primed outdoor timber products.

These investments will enable Timberlink to become a more diverse wood products business, transitioning from mainly relying on timber structural framing products to structural building elements that provide construction solutions.

Pictured: Falcon (NZ)



Our Vision for Reconciliation

At Timberlink, we are committed to understanding and embracing the cultures of the Aboriginal and Torres Strait Islander people in the Country we operate on. Through reflection of our historical story we will seek to bring together a shared historical understanding with our employees which will be the cornerstone of our reconciliation journey with Aboriginal and Torres Strait Islander Peoples.

VISION

We seek to create an inclusive and culturally safe environment where Aboriginal and Torres Strait Islander Peoples' culture and contributions are recognised, respected and celebrated, both within our organisation and beyond through our sphere of influence.

Through continuous engagement, education and collaboration with Aboriginal and Torres Strait Islander Peoples and through our sphere of influence, we are committed to helping:

- Build strong and meaningful relationships with Aboriginal and Torres Strait Islander Peoples.
- Protect and preserve Aboriginal and Torres Strait Islander cultures.

- Promote cultural awareness within our sphere of influence.
- Create opportunities that empower Aboriginal and Torres Strait Islander Peoples.



Pictured: Barn Owl (AU)



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ISLANDER PEOPLES' CULTURE AND
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Our Reconciliation Journey

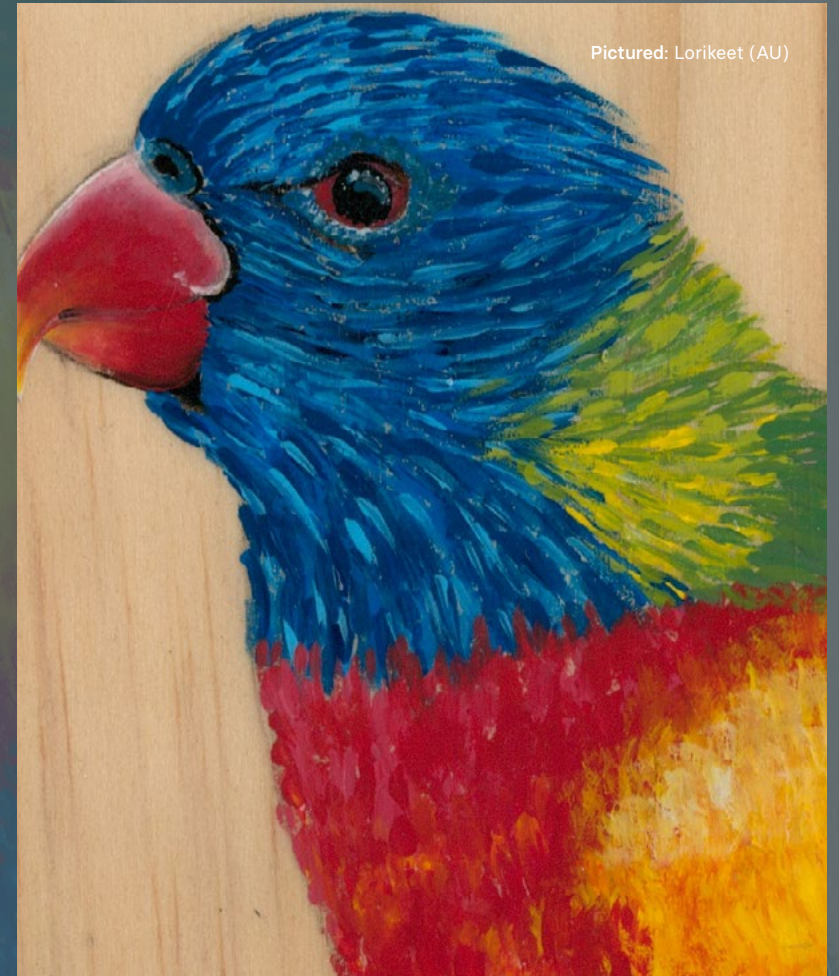
Timberlink's reconciliation journey is still in its infancy, and we recognise the gift this process will provide our employees, our management, our Board and all of our stakeholders within our sphere of influence through cultural awareness and truth telling. We are proud as an organisation that this journey has begun; borne from our desire to foster a diverse and inclusive culture as well as to strengthen our community relationships in the locations we work in.

Over the last several months we have, with a curious mindset, sought knowledge from local Government, Aboriginal and Torres Strait Islander Associations, related companies and other business partnerships to expand our collective knowledge and understanding of the reconciliation journey.

To this end, we have:

- Gained full support from Timberlink's Board to embark on the reconciliation journey.
- Partnered with Reconciliation Tasmania to support and guide Timberlink in developing its Reflect RAP
- Partnered with a First Nations artist to create artwork reflecting Timberlink's aspirations for Reconciliation.
- Communicated to our employees the journey we have embarked on so far and to keep them informed and engaged in Reconciliation through company updates and monthly newsletters.
- Commenced cultivating authentic relationships with Aboriginal and Torres Strait Islander Peoples in Tarpeena (South Australia), Bell Bay (Tasmania) and Scoresby (Victoria).
- Held an awareness session with senior leaders about the meaning and aspirations of the 'Uluru Statement of the Heart'.
- Provided employees links to information on the Voice to Parliament Referendum to support the respectful and personal consideration of the decision.
- Commemorated National Sorry Day 2023 by members of the RAP working group.

- Observed NAIDOC week 2023 by giving presentations to employees at our Scoresby location and promoting NAIDOC through Timberlink's social media platform and email signatory.
- Organised an Aboriginal educator to speak to us at our Scoresby site in Melbourne about the land we operate on.
- Engaged with several businesses within our network who are at various stages of their reconciliation journey to garner greater understanding of the journey and to identify opportunities where Timberlink could make a positive impact.
- Programmed cultural awareness training for more than 80 leaders in our organisation at our annual conference in early 2024.



Pictured: Lorikeet (AU)

Working Group

The successful implementation of Timberlink's RAP is centred around the relationships we will establish and nurture with the Traditional Owners and Custodians of the Country we operate on.

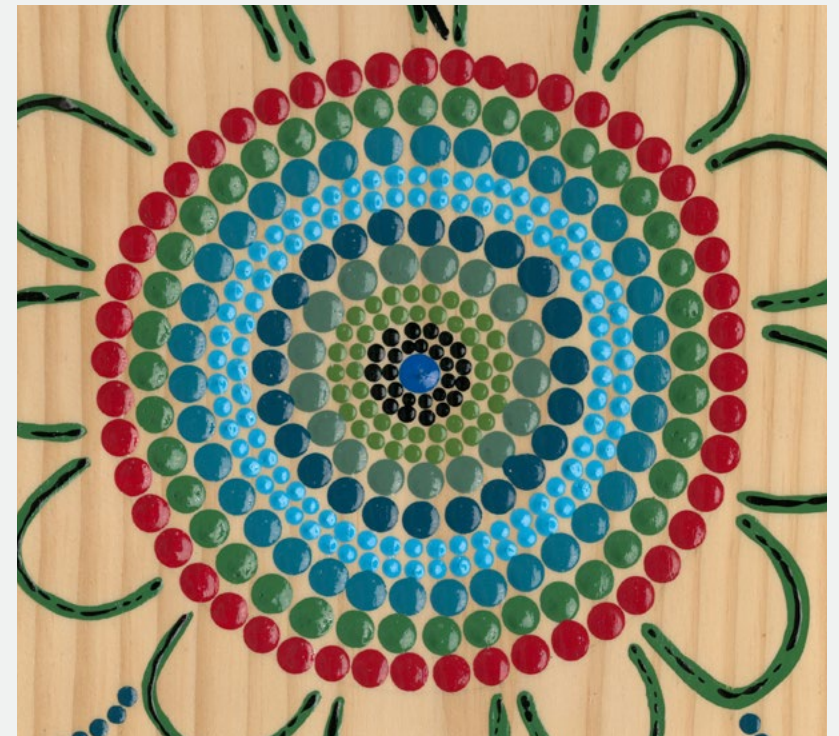
To this end, we have established a cross-company RAP working group to lead the implementation of our RAP.

The RAP working group consists of:

- Sustainability and Certifications Manager
- Group PPC¹ Program Manager
- PPC¹ Advisor
- Site Accountant
- Project Team Administrator
- Process Improvement Manager
- Risk Support Officer
- Marketing Coordinator
- National Distribution Centre Manager
- Governance and Risk Manager

¹People, Performance & Culture

The RAP program is sponsored by the Chief People Officer with oversight by the Chief Executive Officer to support the execution of our RAP deliverables and overall program objectives.



Pictured: Lyre (AU)



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1. Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	February 2024	Lead: Sustainability and Certifications Manager Support: <ul style="list-style-type: none"> Bell Bay Project Team Administrator Site Accountant Process Improvement Manager National DC Manager
	1.2. Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2024	Lead: Sustainability and Certifications Manager Support: <ul style="list-style-type: none"> Project Team Administrator Site Accountant Process Improvement Manager National DC Manager
	1.3. Assign clear accountability to individuals to develop and build local relationships with Aboriginal and Torres Strait Islander Organisations and individuals in key Timberlink regions.	February 2024	Group PPC Program Manager
	1.4. Timberlink site leadership to establish initial engagement with Aboriginal and Torres Strait Islander communities within the region they operate in.	February 2024	Lead: Governance and Risk Manager Support: <ul style="list-style-type: none"> General Manager Tarpeena General Manager Bell Bay National Distribution Centre Manager

Relationships

Action	Deliverable	Timeline	Responsibility
	1.5. Timberlink site leadership to build and maintain regional relationships with Aboriginal and Torres Strait Islander Communities and to explore opportunities for potential partnerships.	February 2025	Lead: Governance and Risk Manager Support: <ul style="list-style-type: none"> • General Manager Tarpeena • General Manager Bell Bay • National Distribution Centre Manager
	1.6. Explore Aboriginal and Torres Strait Islander Peoples languages in the regions we operate in and identify opportunities for the appropriate inclusion of languages within the naming convention of our sites and meeting rooms.	March 2024	Marketing Coordinator
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1. Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2024	Risk Support Officer
	2.2. RAP Working Group members to participate in an external NRW event.	27 May - 3 June 2024	Risk Support Officer
	2.3. Encourage and support staff and senior leaders to participate in at least one external event within all the regions Timberlink operates in to recognise and celebrate NRW.	27 May - 3 June 2024	Risk Support Officer

Relationships

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1. Communicate our commitment to reconciliation to all staff.	March 2024	Marketing Coordinator
	3.2. Identify partnerships opportunities with other New Forests Assets to extend our collective sphere of influence.	October 2024	Lead: Risk Support Officer Support: <ul style="list-style-type: none"> PPC Advisor
	3.3. Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	October 2024	Lead: PPC Advisor Support: <ul style="list-style-type: none"> Risk Support Officer
	3.4. Explore opportunities to align business partners with Timberlink's vision for reconciliation.	July 2024	Lead: PPC Advisor Support: <ul style="list-style-type: none"> Risk Support Officer
4. Promote positive race relations through anti-discrimination strategies.	4.1. Research best practice and policies in areas of race relations and anti-discrimination.	August 2024	Group PPC Program Manager
	4.2. Conduct a review of HR policies and Procedures with the objective of incorporating best practice findings relating to race-relations and anti-discrimination.	September 2024	Group PPC Program Manager
	4.3. Educate relevant leaders on the effects of racism.	September 2024	Group PPC Program Manager

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1. Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	July 2024	Governance and Risk Manager
	5.2. Conduct a review of cultural awareness learning needs within our organisation.	July 2024	Group PPC Program Manager
	5.3. Schedule the roll out of cultural capability training to Timberlink's relevant leaders.	February 2024	Group PPC Program Manager
	5.4. Undertake a scan of the lands Timberlink operate on to identify any flora, fauna, or other cultural elements of significance to the Traditional Owners/Custodians of these lands.	November 2024	Sustainability and Certifications Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander Peoples by observing cultural protocols.	6.1. Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	June 2024	Risk Support Officer
	6.2. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols.	June 2024	Risk Support Officer
	6.3. Explore and where appropriate implement specific and regional cultural protocols (of the areas we operate in) within Timberlink.	June 2024	<p>Lead: Risk Support Officer</p> <p>Support:</p> <ul style="list-style-type: none"> • Project Team Administrator • Site Accountant • Process Improvement Manager • National Distribution Centre Manager

Action	Deliverable	Timeline	Responsibility
	6.4 Develop an organisation wide email signature with RAP artwork and/or an Acknowledgment of Country specific to the regions in which Timberlink operates in.	February 2024	Marketing Coordinator
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1. Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2024	<p>Lead: Marketing Coordinator</p> <p>Support:</p> <ul style="list-style-type: none"> • Project Team Administrator • Site Accountant • Process Improvement Manager • National Distribution Centre Manager
	7.2. Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2024	PPC Advisor
	7.3. RAP Working Group to participate in an external NAIDOC Week event.	First week in July, 2024	Governance and Risk Manager

Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	8.1. Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	June 2024	Talent Acquisition Manager
	8.2. Build understanding of current Aboriginal and Torres Strait Islander community presence & population in the regions we operate in and other important relevant considerations to inform future attraction and employment opportunities for Aboriginal and Torres Strait Islander Peoples.	July 2024	Lead: Talent Acquisition Manager Support: <ul style="list-style-type: none"> Group PPC Program Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	9.1. Develop a framework for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2024	Group Procurement Manager
	9.2. Investigate Supply Nation membership.	October 2024	Group Procurement Manager

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	10.1. Review the membership of the RWG to govern RAP implementation.	September 2024	Governance and Risk Manager
	10.2. Draft a Terms of Reference for the RWG.	March 2024	Risk Support Officer
	10.3. Establish Aboriginal and Torres Strait Islander representation on the RWG to participate at a minimum on a quarterly basis.	May 2024	Governance and Risk Manager
11. Provide appropriate support for effective implementation of RAP commitments.	11.1. Define resource needs for RAP implementation.	May 2024	Group PPC Program Manager
	11.2. Engage senior leaders in the delivery of RAP commitments.	February 2024	Governance and Risk Manager
	11.3. Appoint a senior leader to champion our RAP internally.	March 2024	Governance and Risk Manager
	11.4. Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2024	Governance and Risk Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	12.1. Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence.	June annually	Sustainability and Certification Manager
	12.2. Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	1 August annually	Governance and Risk Manager
	12.3. Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September annually	Governance and Risk Manager

Governance

Action	Deliverable	Timeline	Responsibility
13. Continue our reconciliation journey by developing our next RAP.	13.1. Register via Reconciliation Australia's website to begin developing our next RAP.	April 2025	Sustainability and Certification Manager

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