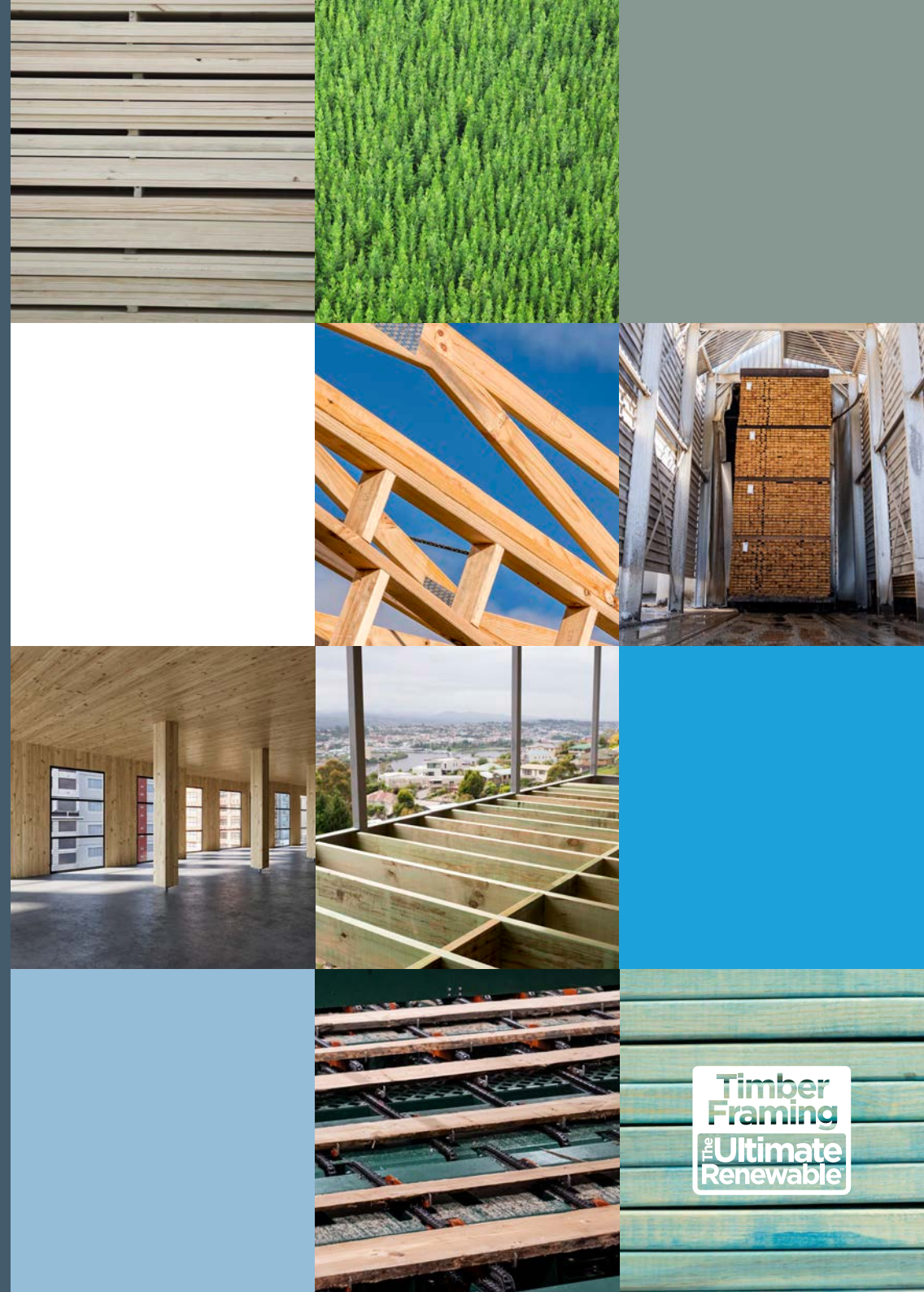


Sustainability Update **FY23**

A FUTURE MADE BETTER FOR ALL



**Timber
Framing**
The **Ultimate
Renewable**



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Message from the CEO

Welcome to Timberlink's latest Sustainability Update.

This Update contains data from the 2023 financial year and is reflective of Timberlink's ongoing commitment to people, safety, the environment, innovation and continuous improvement. It is important to note at the outset that it has not been prepared in accordance with the proposed Australian Sustainability Reporting Standards.

There were many notable achievements made during FY23; none of these would have been possible without the hard work and dedication of the Timberlink team.

It is a common misconception that carbon is stored only for the life of the tree, when in fact, it is stored for the life of the timber product. In 2023 Timberlink released two Environmental Product Declarations (EPDs). These EPDs are third-party verified and offer detailed, evidence-based insights into a product's lifecycle, including the amount of carbon sequestered per cubic metre of timber. We are pleased to be able to offer our customers a higher level of trust and transparency when choosing our timber products in the built environment.

FY23 also saw Timberlink engage in other positive initiatives such as becoming a signatory to the Australian Packaging Covenant Organisation (APCO), re-establishing our carbon footprint baseline, and commencing Timberlink's reconciliation journey with the formation of its Reconciliation Action Plan (RAP) working party.

I hope that as you read this Update you will gain a better understanding of Timberlink's whole of business approach to improvement and sustainability.



Paul O'Keefe
Chief Executive Officer
Timberlink Australia & New Zealand



About Timberlink

Timberlink is an Australian manufacturer of renewable plantation pine timber products. 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, Tasmania, in addition to sales and customer service staff in Blenheim, New Zealand.

Timberlink products are used in new home construction, renovation projects, and other industrial manufacturing applications including packaging and pallets. Our woodchips are also exported for paper and tissue manufacture.

In 2023 Timberlink directly employed over 640 people, more than 75% of whom lived in regional areas. Contributing to the local economy of our regional towns is a key goal for Timberlink and includes both direct and indirect employment, research, training, the support of local suppliers, capital investment programs, payment of taxes and contributions to local community groups. Timberlink is proud to support our regional communities and we appreciate the support that they provide us.

In FY20, Timberlink set carbon reduction targets, which had our Scope 1 and 2 targets in line with the more ambitious Paris Agreement goal of limiting global warming to 1.5°C instead of the well below 2°C target, and had these targets verified by the Science Based Targets initiative (SBTi). SBTi is an initiative of the World Resources Institute, an international body that guides companies in setting science-based carbon reduction targets.

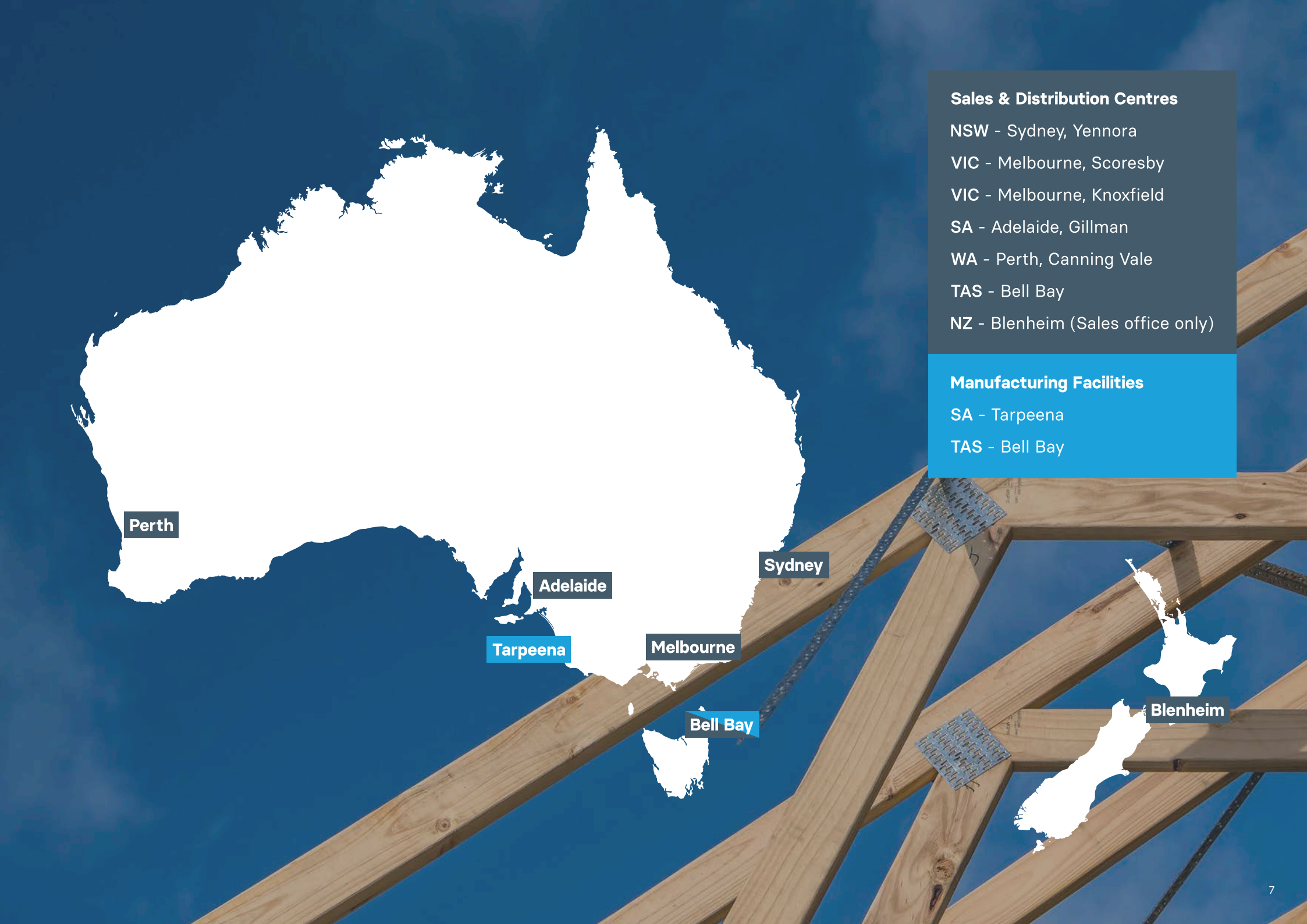
Timberlink has achieved a 27% reduction in greenhouse gas

emissions since FY18 under this initiative and is on track to achieving total reduction of 53% by 2030. In September 2020, Timberlink was the first company from the forestry and paper products sector in Australia (and the 10th in the world) to commit to and publish carbon reduction targets that complied to the strict rules established by the SBTi.

During FY23 Timberlink continued construction on its 15,000m² NeXTimber® Cross Laminated Timber and Glue Laminated Timber (CLT and GLT) production facility, co-located with Timberlink's Tarpeena, SA, manufacturing site. Timberlink also continued construction on its wood composite plant and begun construction of a finger jointed and primed outdoor products line, both co-located with Timberlink's Bell Bay, TAS, manufacturing site. Each of these facilities are scheduled for production in 2024 and will enable Timberlink to become a more diverse wood products business, transforming from mainly manufacturing structural timber products to manufacturing structural building elements with construction solutions.

February 2023 saw Timberlink celebrate the key milestone of 10 years in business; celebrations were held at each of Timberlink's sites across Australia. To support and reflect this decade of growth, a refreshed logo and newly redeveloped website were released.

Timberlink is owned by investment funds managed by New Forests.



Sales & Distribution Centres

NSW - Sydney, Yennora

VIC - Melbourne, Scoresby

VIC - Melbourne, Knoxfield

SA - Adelaide, Gillman

WA - Perth, Canning Vale

TAS - Bell Bay

NZ - Blenheim (Sales office only)

Manufacturing Facilities

SA - Tarpeena

TAS - Bell Bay

About New Forests

Nature-based investments for a sustainable future

New Forests is a global investment manager of nature-based real assets and natural capital strategies, with AUD \$11.7 billion in assets under management across more than 1.3 million hectares of investments as of July 2024. New Forests manages a diversified portfolio of sustainable timber plantations and conservation areas, carbon and conservation finance projects, agriculture, timber processing and infrastructure. New Forests aims to generate shared prosperity for its clients and the communities in which it operates and to accelerate the transition to a sustainable future.

Headquartered in Sydney, New Forests is a Certified B Corp and operates in Australia, New Zealand, Southeast Asia, Africa and the United States.

For more information, please visit: www.newforests.com

Our Manufacturing Facilities



74
ha

\$49m
invested since
2013

Bell Bay

The Bell Bay manufacturing facility employs over 200 staff on a 74ha site in the north of Tasmania. The facility manufactures a broad range of products from renewable Tasmanian plantation pine, including outdoor appearance grade and structural timber. It is also the location of Timberlink's wood composite plant and finger jointed and primed outdoor products line. More than \$49M has been invested in upgrades since 2013.



40
ha

\$216m
invested since
2013

Tarpeena

The Tarpeena manufacturing facility employs over 290 staff on a 40ha site just north of Mount Gambier. The site manufactures plantation pine timber products and is also home to the NeXTimber® CLT and GLT manufacturing facility. More than \$216M has been invested in upgrades since 2013.

Our Products

Timberlink's wide range of pine products includes untreated and treated structural timber, decking, sleepers, pickets, fencing, packaging timber, high-quality woodchips for export, cross laminated panels (CLT) and glue laminated beams (GLT), with wood composite decking products expected for market launch in 2024.



TIMBERLINK BLUE

Termite and EHB Protected Australian Pine Framing



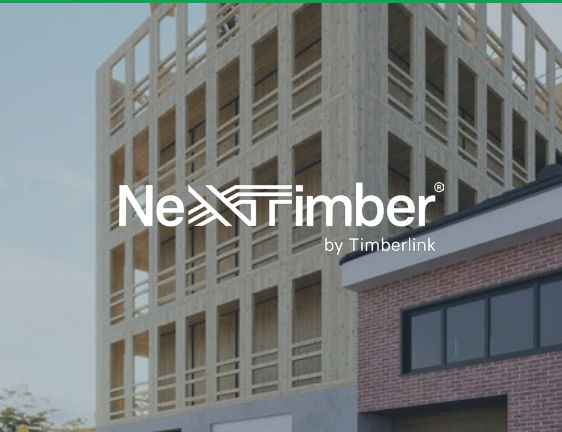
TIMBERLINK GREEN

Low Odour LOSP Treated H3 Structural Pine



TIMBERLINK
Australia & New Zealand

Untreated Australian Pine Framing



NeXTimber
by Timberlink

Australian Made Engineered Wood Products



EVERDECK
by Timberlink

Australian Made Wood Composite Products



Certification

The majority of Timberlink's log supply and all products manufactured are certified to both FSC® and PEFC/Responsible Wood.



Responsible Wood

Timberlink holds Responsible Wood (RW) Chain of Custody certification at both Australian sites for solid wood products and by-products (including woodchip) covering both our Australian manufacturing facilities, certificate number EWPA-RW-COC-704. RW holds mutual recognition status with the international PEFC system, enabling Timberlink to market RW certified products to the domestic market and PEFC certified products internationally.



Forest Stewardship Council® (FSC®)

Timberlink Australia holds an FSC® chain of custody and controlled wood certificate (FSC-C117015) covering our Australian manufacturing sites and distribution centres for the production and distribution of sawn timber (treated and untreated), woodchips, CLT, GLT, finger-joint, wood-plastic composite and all by-product including bark, reject logs, sawdust and charcoal. Our products are made of FSC certified and other controlled material. By choosing Timberlink Australia products, you are supporting responsible management of the world's forests.

Environmental Product Declarations (EPDs)

Timberlink released two Environmental Product Declarations (EPDs) in FY23; one for structural softwood timber which covers our Timberlink Untreated Structural, Timberlink Green and Timberlink Blue products; the second covers our Cross Laminated Timber (CLT) and Glue Laminated Timber (GLT) NeXTimber branded products.

EPDs are comprehensive, independent third party verified documents that offer detailed insights into a product's environmental performance throughout its lifecycle. These documents are rooted in scientific analysis, provide accurate information about a product's environmental footprint, and cover everything from material sourcing, production, transportation, to end-of-life. EPDs empower stakeholders to make informed decisions based on the environmental attributes of a product.

These EPDs provide life cycle data for calculating the impacts of wood products at a building level.

The construction industry significantly contributes to global carbon emissions and EPDs allow stakeholders to identify avenues for reducing carbon footprints by opting for materials with lower carbon content.

The data sets found in the EPDs can be used by specifiers and developers to calculate and present the environmental impacts of construction projects. EPDs can allow the products to qualify for points under the Green Building Council Australia (GBCA) Green Star rating system.

Global warming potential

Whilst impacts across a range of factors are included in an EPD, including ozone depletion, eutrophication potential and water scarcity, interest in global warming potential may be of note.

Key indicators in the Environmental Impact Indicators tables

Global Warming Potential – GWP

- Demonstrates the overall greenhouse gas emissions from the product after the production phase.

Global Warming Potential (fossil) – GWPf

- Demonstrates the impact of greenhouse gas emissions resulting from the burning of fossil fuels.

Global Warming Potential (biogenic) - GWPb

- The amount of greenhouse gas (CO₂) removed from the atmosphere by the growing tree through photosynthesis and stored within the product.



Results for 1m³ of Timberlink Untreated Structural

Environmental impact indicators

Table 7. Environmental impact (EN15804+A2) covering modules A1-3, C1-4 and D

Indicator	Abbr	Unit	Production Untreated	Deconstruction	Transport to EOL	Landfill (typical)	
			A1-A3	C1	C2	C4	D
Global warming potential	GWP	kg CO ₂ eq	-711	0.340	1.73	925	-0.107
Global warming potential (fossil)	GWPf	kg CO ₂ eq	119	0.340	1.66	56.2	-0.107
Global warming potential (biogenic)	GWPb	kg CO ₂ eq	-830	-3.48E-04	0.0733	869	-3.10E-05
Global warming potential (land use change)	GWPluc	kg CO ₂ eq	0.00992	6.85E-06	2.60E-05	0.0405	-2.18E-06
Depletion potential of the stratospheric ozone layer	ODP	kg CFC 11 eq	4.97E-12	5.01E-17	1.94E-16	1.39E-13	-4.42E-16
Acidification potential - terrestrial and freshwater	AP	Mol H+ eq	1.00	0.00171	0.00508	0.195	-2.49E-04
Eutrophication potential - freshwater	EPfw	kg P eq	2.48E-04	5.60E-08	3.03E-07	3.75E-05	-2.87E-09
Eutrophication potential - marine	EPm	kg N eq	0.639	8.10E-04	0.00245	0.0550	-9.42E-05
Eutrophication potential - terrestrial	EPT	Mol N eq	4.87	0.00887	0.0269	0.602	-0.00103
Photochemical ozone formation potential	POFP	kg NMVOC eq	3.03	0.00227	0.00472	0.158	-2.55E-04
Abiotic depletion potential - minerals & metals*	ADPmm	kg Sb eq	8.97E-05	5.26E-09	2.80E-08	5.42E-06	-2.13E-08
Abiotic depletion potential - fossil fuels*	ADPf	MJ	1,350	4.51	22.9	804	-1.55
Water scarcity*	WDP	M ³ world eq	105	0.00223	0.0134	-0.905	-0.213

*The results of this environmental impact indicator shall be used with care as the uncertainties on these results are high or as there is limited experience with the indicator.

Environmental Product Declarations (EPDs)

Interpreting the Results

The results show Timberlink's Untreated Structural Softwood Timber has an impact of -711kg per m³ (carbon negative).

Each 1m³ of Timberlink **Untreated Structural Softwood Timber** has removed **830kg** of carbon from the atmosphere. During our processing of the timber to turn it into **Untreated Structural Softwood Timber**, we emit **119kg** of carbon. This means the final product is carbon negative by **711kg per 1m³**.

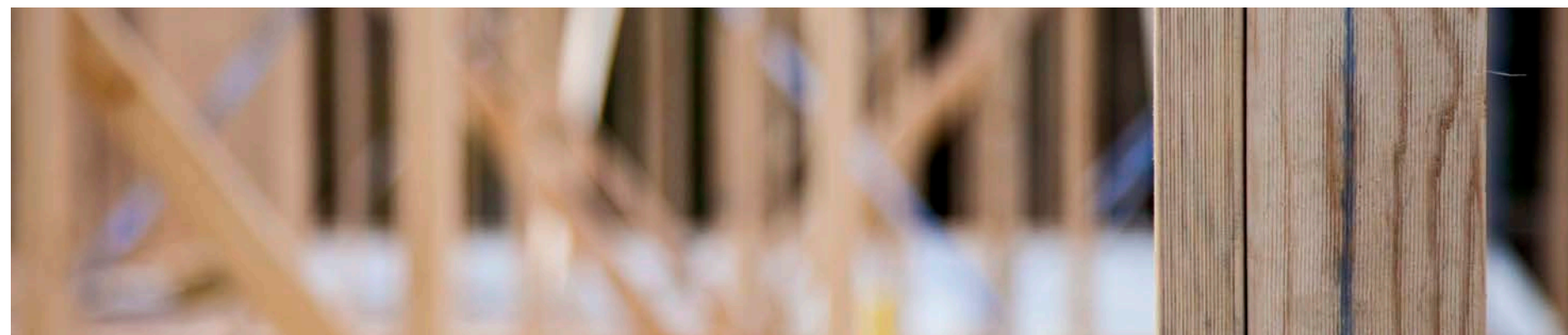
Issue with accounting for biogenic carbon

Photosynthesis is recognised as the only proven large-scale method of removing atmospheric carbon dioxide. Trees harvest CO₂ and convert it into solid wood, which is then manufactured into building products, making the built environment a store for atmospheric carbon.

Unfortunately, the revised Standard (EN 15804+A2) rules governing how biogenic carbon must be accounted for in EPDs

dictate that biogenic carbon must be treated as 100% emitted immediately when the product enters landfill. This is controversial in that there is a body of evidence indicating that this rule is contrary to published science¹. The EPDs contain explanatory text as well as alternative calculations that are consistent with this published science and are carried out in compliance with the previous version of the Standard (EN 15804+A1).

¹ When timber is landfilled, any carbon not degraded can be expected to remain stored in the wood indefinitely under anaerobic conditions (Wang, W., Padgett, J., De La Cruz, F., & Barlaz, M. (2011) Wood biodegradation in laboratory scale landfills. Environmental Science & Technology, 45(16), pp. Ximenes F, Björndal C, Kathuria A, Barlaz M and Cowie A. (2019). Improving understanding of carbon storage in wood in landfills: Evidence from reactor studies. Waste Management 15;85:341-350. 6864-687).



Australian Packaging Covenant

During FY23 Timberlink became a signatory to the Australian Packaging Covenant Organisation (APCO), highlighting another area we are targeting to improve our sustainable practices. Our decision to join APCO underscores our recognition of the collective industry effort required to address environmental challenges, including the need for Australia to meet the National Packaging Targets. The targets represent an important step towards a circular economy for packaging and will require ongoing effort and collaboration from industry, government, and the community.

As we step into this area with APCO, Timberlink enters a community of industry stakeholders who share a common objective of advancing sustainability and reducing the environmental effect of packaging. Our involvement offers an avenue not only to share our expertise but also to learn from industry peers. Our involvement with APCO demonstrates our commitment to accelerating the integration of sustainable practices, taking strides towards fostering a greener and more responsible industry landscape.

Packaging and in particular plastic wrapping plays a crucial role in the timber industry to safeguard the quality and integrity of timber products during storage, transportation, and exposure to various environmental conditions. The plastic wrapping acts as a protective barrier, shielding the timber from moisture, dust, and potential damage caused by handling and external elements. This practice helps to ensure that the timber reaches its destination in optimal condition, ready for various applications such as construction, manufacturing, and woodworking. While the industry acknowledges the environmental concerns associated with plastic, responsible and judicious use of plastic wrapping helps extend the lifespan and usability of timber products, contributing to minimising waste and resource usage in the long run.

We use plastic packaging aligned to an easily recyclable soft plastic format for our customers (single polymer LDPE) which currently contains 27% recycled content with the aim of increasing this number as the technology evolves.





Climate Risk

In 2022 Timberlink undertook a climate scenario analysis exercise to understand the company's relationship to climate change and how it might affect the business moving forward. Two different scenarios were used to identify a list of potential physical and transitional risks and opportunities.

The major climate risks identified were related to insurance, bushfire, supply chain disruption and high winds. Opportunities for Timberlink were associated with preference for wood products increasing, increases in product quality, reputation on climate action and improved safety and efficiency of delivering product.

This work was done in accordance with the Task Force on Climate-Related Financial Disclosure (TCFD) framework which was good preparation for the passing of Climate Related Financial Disclosure amendments to the Corporations and financial reporting laws. The new legislation, expected to be passed into law in late 2024, will introduce mandatory, standardised, internationally aligned (based on IFRS S1 and S2) reporting requirements for businesses in relation to governance, strategy, risk management, targets and metrics including greenhouse gasses.

While Timberlink is at the beginning of climate-related risk and opportunity analysis and reporting, we now have a baseline understanding of our climate related risks and opportunities and will use this as an important step in the ongoing journey to integrate climate-related risk and opportunities into strategy and risk management frameworks and to meet the implementation timeline of IFRS S1 and S2.

Industry Advocacy

Timberlink is advocating for increased action to use more sustainable building materials to help meet our shared ambition of a low carbon future.

At Timberlink, we firmly believe that the private sector has a vital role to play in building a healthier planet. Our advocacy efforts centre on collaboration with various stakeholders, including industry partners, government bodies, local communities and customers.

Our primary objective of industry advocacy is to participate in open and constructive dialogues that result in positive outcomes for both our business and society. These outcomes include our commitment to sustainable forestry practices, increasing the use of timber in the built environment, improving health and safety standards and actively participating in initiatives that promote the circular economy. Our advocacy activities support environmental stewardship and seek to be consistent with the goals of international agreements such as the Paris Climate Agreement and our commitment to the SBTi.

Over the past year Timberlink has been involved in numerous industry advocacy activities:

Infrastructure Australia & Department of Climate Change, Energy, the Environment and Water (DCCEEW) Embodied carbon analysis

- Contributed to consultation on potential carbon impact of alternative materials.

International Research Group on Wood Protection (IRG) Embodied Emission Data for Timber Products and Systems Project

- Compiled lifecycle data for timber building systems.
- Contributed to study and participated on steering committee.
- Advocacy to industry bodies to address **EN 15804+A2**, the biogenic carbon Standard referenced in EPDs that mandates all biogenic carbon is treated as fully emitted at landfill which severely disadvantages timber.

Adelaide Sustainable Business Network (ASBN) involvement: Pathways Toward a Circular Built Environment

- Participated in an Adelaide Sustainable Business Network event to present on the increasing importance of embodied carbon vs operational emissions for new buildings, highlighting timber as the only common carbon negative building product, and to share information on the results of our EPDs and the current issue with end-of-life calculations for biogenic carbon.

National Australian Built Environment Rating System (NABERS) Embodied Carbon Rating Tool Development

- Participated in development of this rating tool.

Australian Forest Products Association (AFPA)

- Chair of Built Environment Working Group.



GHG Footprint – Our Results

In 2018 Timberlink committed to carbon reduction targets that comply with the strict guidance established by the Science Based Targets initiative (SBTi) based on our FY18 footprint.

Operationally, we see this commitment as a journey that starts with reducing carbon emissions as much as possible, reducing our reliance on fossil fuels, greening our electricity supply and removing as much of the remaining emissions we can.

In 2022 Timberlink engaged an external consultancy to assist with re-establishing our Scope 3 carbon footprint baseline from FY18 to FY22, and re-calculating Scope 1 and 2 based on the latest draft of the Green House Gas (GHG) Protocol Land Sector Land Use and Removals Guidance as required by the recently released SBTi Forest, Land and Agriculture (FLAG) guidance. We have also used this as an opportunity to revise the FY18-21 footprints to correct anomalies in the FY18 reported diesel consumption as well as changes in reporting of non-CO₂ GHG emissions from heatplants.

The FLAG Science Based Target Setting Guidance provides businesses in land-intensive sectors such as food, agriculture and forestry the tools to play their part in preventing the catastrophic impacts of climate change by accounting for land-based emissions. This guidance offers a common and robust science-based understanding on how much and how quickly companies in FLAG industries need to cut emissions in line with the Paris Agreement's goal to limit global warming to 1.5°C from pre-industrial levels.

With the application of updated GHG rules and the calculation

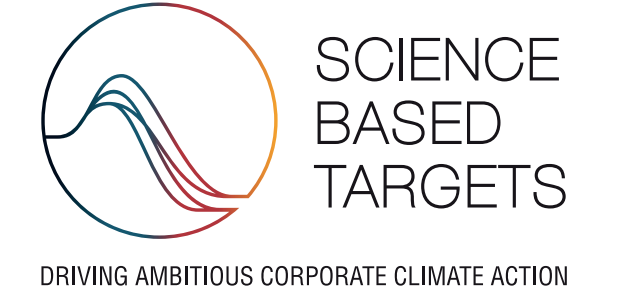
of our FLAG emissions we have been required to update our SBTi targets which are currently pending verification. We expect these updated targets to be more ambitious, to keep pace with current science. Targets intensify as we approach 2030 due to the limited time available, and increased need for more action. Timberlink welcomes more intense targets as we play our part in a decarbonising future, and once our targets are verified, we will make these public in an ongoing effort to keep ourselves accountable.

Due to the difficulty in applying the new rules and the FLAG guidance we were unable to publish our footprint in FY22 until now. Our FY22 results are outlined with our FY23 forecast on page 24 noting that FY22 uses actual data for Scope 1, 2, and 3, whereas our reported FY23 footprint uses estimates for part of our Scope 3.

Our total FY22 company emissions were **745,425** metric tons of carbon dioxide equivalents (tCO₂e). Our Scope 1 and 2 emissions were approximately **14,513** tCO₂e. More than **98%** (730.913 tCO₂e) of our emissions fall within Scope 3. Scope 3 emissions includes emissions from our supply chain, the lifecycle of our products, travel and other indirect sources. FY22 saw a **17.64%** increase from the years prior in reported total emissions. This was largely due to an error in our reporting of Scope 3 downstream energy use in the manufacture of paper from our woodchips in FY18.

In FY23 our total emissions were **729,043** tCO₂e. Scope 1 and 2 contributing **14,339** tCO₂e and Scope 3 again being a large majority of our total footprint at **714,008** tCO₂e.

From FY21 to FY22 our Scope 1 and 2 emissions dropped by **11.9%** then again by **1.2%** from FY22 to FY23. Our Scope 3 emissions over this time increased from FY21-22 by **18.4%** and then decreased by **2.3%** in FY22-23.



GHG Footprint – Our Results

Emissions		FY18	FY19	FY20	FY21	FY22	FY23
Emissions - Scope 1, Scope 2, Scope 3	tCO ₂ -e	507,586	660,692	612,719	633,643	745,425	728,346
Scope 1 emissions (exc biogenic CO ₂ related to bioenergy)	tCO ₂ -e	7,872	5,877	5,142	5,656	5,118	5,347
Scope 2 emissions	tCO ₂ -e	13,810	13,321	12,155	10,818	9,395	8,992
Scope 3 emissions (includes cat 10, 11 and 12 biogenic)	tCO ₂ -e	485,904	641,494	595,422	617,169	730,913	714,008

Category	FY21-22		FY22-23	
	tCO ₂ -e	% of FY21-22	tCO ₂ -e	% of FY22-23
Cat 1: Purchased goods and services	16,258	2.2%	16,258	2.2%
Cat 2: Capital goods	19,567	2.6%	19,567	2.6%
Cat 3: Fuel-and energy-related emissions	3,127	0.4%	3,127	0.4%
Cat 4: Upstream transportation and distribution	39,593	5.3%	41,166	5.5%
Cat 5: Waste generated in operations	533	0.1%	533	0.1%
Cat 6: Business travel	180	0.0%	180	0.0%
Cat 7: Employee commuting	3,164	0.4%	3,164	0.4%
Cat 9: Downstream transportation and distribution	91,230	12.2%	86,311	11.6%
Cat 10: Processing of sold products	367,624	49.3%	347,806	46.7%
Cat 11: Use of sold products (non-bioenergy related)	0	0.0%	0	0.0%
Cat 12: End-of-life treatment of sold products	25,294	3.4%	25,661	3.4%
Biogenic Cat 10: Processing of sold products	6,811	0.9%	6,444	0.9%
Biogenic Cat 11: Use of sold products (non-bioenergy related)	20,521	2.8%	31,506	4.2%
Biogenic Cat 12: End-of-life treatment of sold products	137,022	18.4%	132,296	17.7%

Timberlink presents a transparent breakdown of our Scope 3 emissions – a critical step toward understanding and mitigating our comprehensive environmental impact. Scope 3 emissions, encompassing indirect sources such as supply chains, business travel and product use, provide a holistic view of our carbon footprint, beyond our direct operational activities.

When we re-established our footprint in line with updated SBTi guidance it is obvious that Scope 3 emissions are a larger contributor to our total emissions than previously reported. Scope 3 emissions are challenging to abate due to their indirect nature and the multitude of interconnected activities across our value chain, making them complex to identify, measure and effectively mitigate. As we re-aligned with SBTi, and as the world transitions to a lower-carbon, cleaner energy economy we will explore and implement decarbonisation activities to ensure we meet our SBTi commitments.

The emissions data presented in this report are based on estimations and assumptions derived from available data sources and methodologies in accordance with the Greenhouse Gas Protocol. Scope 3 emissions encompass a broad range of indirect emissions that occur in our value chain, including both upstream and downstream activities.

Given the inherent complexities and varying levels of data availability and quality associated with these calculations, particularly Scope 3, emissions reported here provide a best-effort estimation based on current knowledge and practices. Stakeholders are encouraged to consider these factors when using this information.



Community

Reconciliation Action Plan

During FY23, Timberlink Australia commenced its Reconciliation journey with the support of the Timberlink Board and Executive Team and in March 2023, registered with Reconciliation Australia to commence the Reflect Stage of the Reconciliation Action Plan (RAP) program. This journey was borne from our desire to create a diverse and inclusive culture and our need to connect more holistically with the communities we operate in.

A RAP Working Party has been established and with the guidance and support of Reconciliation Tasmania has navigated towards developing Timberlink's Reflect RAP with the aim of achieving accreditation by Reconciliation Australia in late 2023.

Our continued desire to foster meaningful relationships with First Nations and Torres Strait Islander Communities, particularly with those communities on lands we do business on will continue as we transition from RAP development to deployment.

Central to our RAP is promoting cultural awareness amongst our employees. This year the RAP Working Party commemorated National Sorry Day (May 26) as well as acknowledging and celebrating NAIDOC Week 2023. Further cultural awareness programs will be rolled out over the ensuing 18 months.

Timberlink's values include respect for how we treat people, while our responsibility extends to respecting our past, sustaining our present, and protecting our future. Undertaking this RAP journey perfectly resonates with these core values.



Timberlink's Reconciliation Action plan document.



Timberlink's Reflect Reconciliation Action Plan document features art commissioned by First Nations artist Tamay Beam using timber from our Bell Bay manufacturing facility. (Instagram: @tamaybeamart) #Tamaybeamart

Safety

HOMESAFE - Every one, every day

Safety is Timberlink's first priority and we are committed to our goal of ensuring that our employees return home safe every day. To support this commitment, we have a strategic focus on creating a culture of safety and innovative new safety measures. In our view, a positive safety culture is underpinned by aligned leadership by our people managers.

Safety Leadership

Our commitment to safety leadership required a shift in how we measure and report on safety measures. We aim to highlight the presence of positive safety measures and acknowledging barriers. This shift allows us to move beyond traditional lag versus lead indicators and explore more predictive safety measures, giving our leaders the information, they need to make informed decisions and protect workers proactively. For instance:

- Using lead and predictive indicators which focus on safety outcomes.
- Seeing safety as the presence of capacity and barriers.
- Understanding work as done as opposed to work as intended.

We have developed a series of safety measures, with the aim of promoting safety outcomes and discussions that help identify early signs of drift from safety that require attention. By implementing these measures, we are working to ensure that we have an initiative-taking approach to safety that emphasises continuous improvement and risk mitigation.

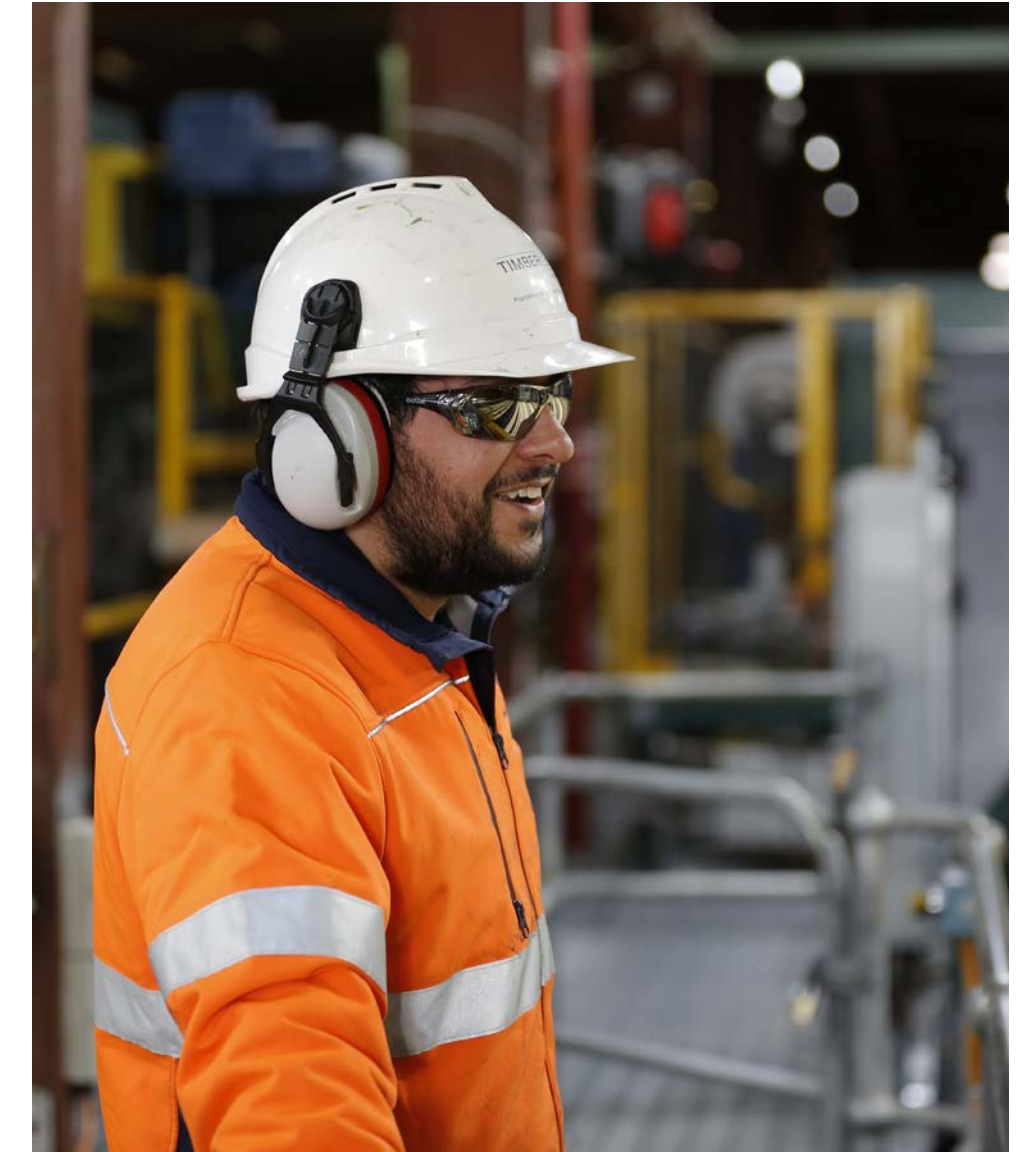
The first predictive indicator introduced was Percentage Team

Capacity.

Effective team management requires assessing the potential risk of work pressures that could be imposed upon their team, via evaluating whether their team has the necessary resources (capacity) to meet the demand.



Timberlink has engineered a measure to determine these work pressure risks that can be imposed on our teams – referred to as 'TEAM CAPACITY'. By combining factors imposed on teams such as: vacancy (to budget), absenteeism (unplanned absences) and those within teams that are new to the role (less than 3 months in a role accounting for inexperience) has developed into a predictive safety measure to determine this capacity vs. demand requirements. The intention for this measure is so managers can make informed decisions by planning over-time, bringing in labour hire and to plan workload for when planned leave has been approved.



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