



Innovate Reconciliation Action Plan

Jan 2026 - Dec 2027



RECONCILIATION
ACTION PLAN
INNOVATE

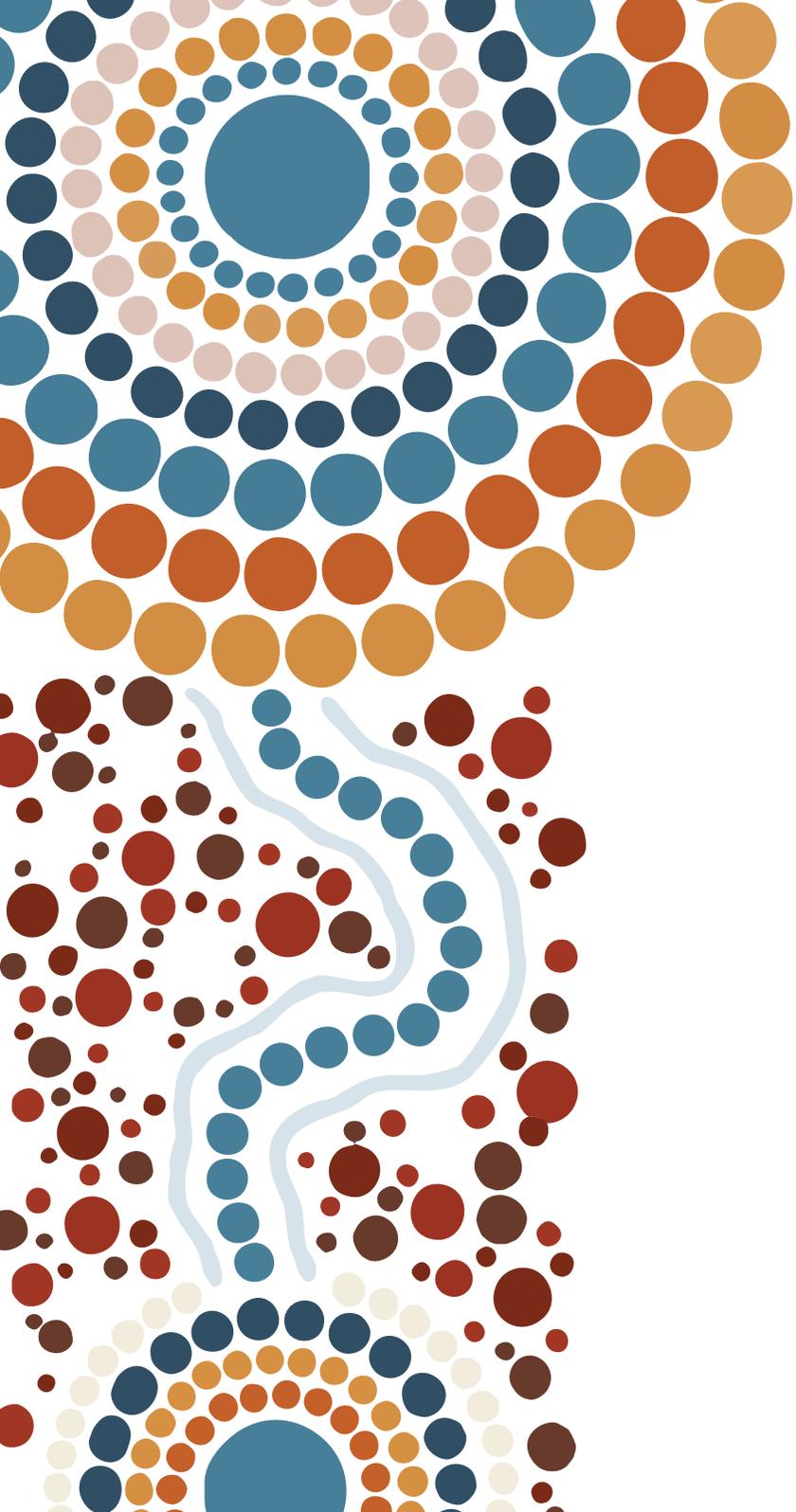
TIMBERLINK[®]
Australia & New Zealand



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.

Throughout this document, the terms 'Indigenous', 'First Nations', 'First Peoples', and 'Aboriginal and Torres Strait Islander peoples and communities' may be used interchangeably. We acknowledge that preferences for terminology vary across individuals, communities, and organisations, and we respect these differences.



Contents

Acknowledgement	2
Contents.....	3
Statement from CEO of Timberlink Australia.....	4
Statement from CEO of Reconciliation Australia.....	5
About the Artwork	7
About the Artist.....	9
Our Vision for Reconciliation.....	10
Our Business.....	11
Our RAP	12
Relationships	14
Respect.....	17
Opportunities.....	20
Governance	22

Statement from CEO of Timberlink Australia



At Timberlink, our reconciliation journey is important to us. We approach this journey with humility, recognising that true reconciliation begins with listening to the voices, stories, and aspirations of Aboriginal and Torres Strait Islander Peoples and Communities.

Our Innovate Reconciliation Action Plan (RAP) is not just a corporate commitment; it reflects our genuine desire to build trust and foster respect as we learn, grow, and contribute together.

Over the past two and a half years, we have taken meaningful steps forward. We have built and nurtured relationships with the Boandik, Palawa and Pakana, and Wurundjeri communities through cultural education sessions, support for local programs, and engagement in community events.

We have supported initiatives such as the Tebrakunna Rangers Program in Tasmania, partnered with local Aboriginal organisations for land rehabilitation, and celebrated significant

events including National Sorry Day, National Reconciliation Week, and NAIDOC Week across our sites.

Our people have participated in cultural competency training, and we have embedded cultural protocols into our daily operations, including Acknowledgement of Country and Welcome to Country at major events and meetings. These actions reflect our growing understanding that reconciliation requires humility, openness, and sustained effort.

We are proud of the progress we've made, but we know there is more to do. Our RAP is a roadmap for meaningful action, embedding cultural awareness, supporting Aboriginal and Torres Strait Islander businesses, and creating opportunities for self-determination and growth.

I would like to extend my heartfelt thanks to Dr Andrew Peters, Associate Professor of Indigenous Studies & Tourism at Swinburne University, for

his generosity and guidance in developing this Innovate RAP. Dr Peters' wisdom and support has been invaluable in helping us navigate this important stage of our journey, and we are grateful for his ongoing partnership.

Our vision is clear: to build a future where Aboriginal and Torres Strait Islander Peoples are respected, empowered, and included in our business and our communities. This vision is guided by our purpose, "To Care for People and Timber" and is underpinned by our values of respect, kindness and care.

On behalf of Timberlink, I invite our partners, employees, and stakeholders to join us on this journey. Together, through humility, openness, and enduring relationships, we can help shape an inclusive, respectful, and prosperous future.

Paul O'Keefe

*Chief Executive Officer
Timberlink Australia*

Statement from CEO of Reconciliation Australia



Reconciliation Australia commends Timberlink Australia & New Zealand on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Timberlink Australia & New Zealand to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Timberlink Australia & New Zealand will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of *relationships, respect, and opportunities* emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Timberlink Australia & New Zealand is part of a strong network of more than 3,000 corporate,

government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals your organisation's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Timberlink Australia & New Zealand on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

*Chief Executive Officer
Reconciliation Australia*



TOP

About the Artwork

Meeting Place – Together We Grow

This painting tells a story of connection, a meeting place of two worlds that walk together with shared values, purpose, and respect. It is grounded in my culture as a proud trawlwoolway man from North East Tasmania, with deep ancestral ties to the plangermaireener people; they held strong trading links with the leterrermairreener clan, the original custodians of the lower and northeast regions surrounding the River Tamar (kanamaluka). The site of Timberlink's operations at Bell Bay sits on this important waterway, a place where Country continues to support industry, culture, and community. This painting reflects that relationship and honours the ongoing connection to land and water.

At the heart of this work is a contemporary depiction of the River Tamar, an estuary where saltwater and freshwater meet. Estuaries hold deep cultural significance for our people. They are rich, life-giving spaces that provided our ancestors with essential resources such as pigface, shellfish, stone tools, fish, and bird life. These areas were also important meeting places. The multicoloured earthy tones scattered throughout the waterways symbolise our ancestors travelling across Country to gather along the riverbanks of the Tamar.

These journeys were made to exchange knowledge, perform ceremony, and strengthen kinship. In many ways, Timberlink continues this practice through its own culture of collaboration, dialogue, and community connection. Just as clans would meet at the river, Timberlink brings together people, ideas, and partnerships to build a stronger future.

Running along the riverbanks are fine green, white, and ochre dots that represent cultural resources and knowledge embedded in the land. These markings also mirror shell middens left by generations of ancestors, signifying long-term connection, use, and care of Country. Their placement along the edges of the river connects them to both the past and the flow of the future.

The vibrant blue tones throughout the painting reflect the dynamic nature of the river, where freshwater from inland meets the saltwater of the Bass Strait. These blue tones also speak to Timberlink as a company, representing diversity, depth, and strength. The merging of waters mirrors the merging of values: Timberlink's commitment to sustainability, innovation, and community sits alongside the cultural principles of care for Country and living in balance with the environment.

At the top of the painting, the river opens out into the Bass Strait, where the water meets the ocean. This marks the mouth of the River Tamar and shows the interconnectedness between inland Country and saltwater Country. The veining of the river that runs through the painting reflects the way these waterways acted as highways for our ancestors. They provided pathways for movement, trade, and cultural exchange. Those same flowing lines now symbolise Timberlink's reach, vision, and continued growth. As their operations expand, they remain deeply rooted in their values and responsibility to land, people, and future generations.

One of the most sacred and powerful elements of this painting is the woven face of an elder, or tribal warrior, that appears subtly along the top right side of the river. This spirit figure represents the ongoing presence of our ancestors. The spirit watches over the land and water, and looks down on Timberlink, guiding them and offering protection. It is a quiet but powerful reminder that Country is alive, and that our stories and spirits remain deeply embedded in the places we walk and work.

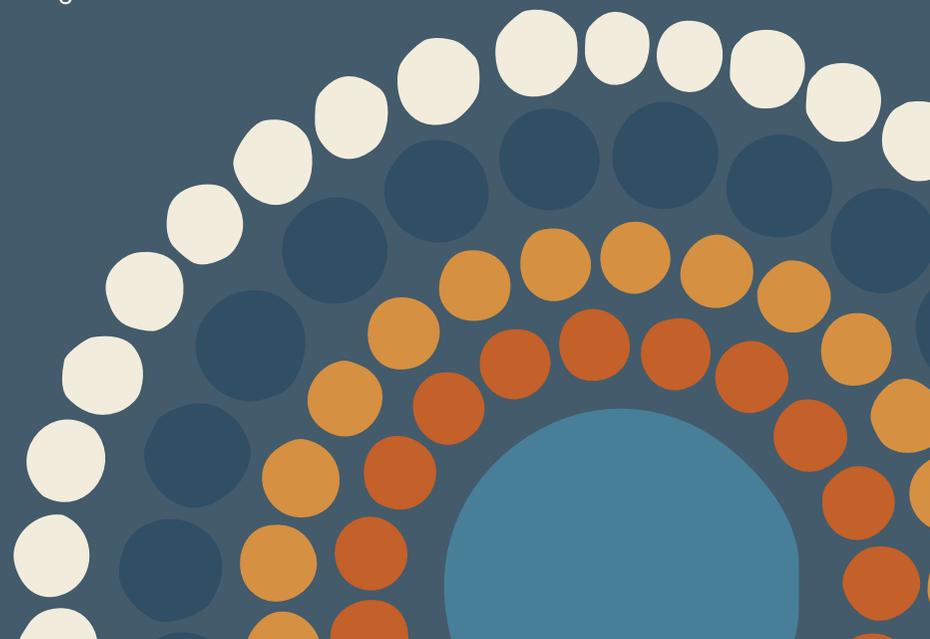


The two central circular patterns within the water represent the two main clans who occupied and cared for the River Tamar region. At the same time, these forms speak to Timberlink's own values and how they align with our traditional ways. Though times have changed, the intention remains the same: to take only what is needed, to give back more than you take, and to walk lightly and respectfully on the land. Timberlink's focus on plantation-grown timber, renewable materials, and long-term sustainability shows their commitment to this way of thinking.

On the left side of the piece, the larger ochre-toned circular symbol surrounded by three smaller circles represents a number of things. It speaks to regeneration, growth, and the interconnection between land, family, and future. This motif also represents Timberlink's Home Safe program and their priority to ensure every worker returns home safely to their loved ones. The ochre tones reflect the colours of our ancestors, while the blue and grey tones signify Timberlink's present-day story. This visual blending once again shows the harmony of the two worlds working together with respect and shared purpose.

The circular motif on the right of the painting marks the location of Timberlink in Bell Bay. This is a direct visual reference to place. The winding, rooted lines extending from this point reflect their innovation, reach, and commitment to building a strong, sustainable future. These lines, grounded in Country, show how their story is deeply connected to the land and to community.

This piece is a celebration of shared values, strength, and respect. It reflects Timberlink's commitment to honouring culture, protecting the environment, and creating a future where growth and responsibility go hand in hand. It is a reminder that when we walk together, listen deeply, and respect one another's story, we all grow stronger.



About the Artist

Reuben Oates



Reuben Oates is a proud trawlwoolway man, with deep ancestral ties to the Ben Lomond region in Tasmania's north-east.

He was born on melukerdee country in the small riverside town of Franklin, in the Huon Valley, and grew up further north on 40 acres in Mountain River. While his lineage traces back to Chief Mannalargenna through the Dolly Dalrymple line, it was the southern landscapes, the rivers, bushland, and wildlife of melukerdee country, that shaped Reuben's early connection to land and culture.

Reuben's introduction to painting came through his father, Leigh Oates, who gave him both the inspiration and the tools to begin his creative journey in 2004. From an early age, Reuben understood culture not just as something you carry, but something you live; with respect, with care, and with the quiet awareness that what is taken from the land must be given back in return.

By the age of nine, Reuben had already found representation through Art Mob. Reuben specialises in acrylic on canvas, using bold colour and layered detail to bring each story to life. His work is deeply rooted in Aboriginal storytelling, and his depictions of native Tasmanian animals add patterns carry strong themes of family, human interaction, travel, community, and connection to place.

Now a full-time artist for more than a decade, Reuben has extended his practice into largescale mural work across Tasmania. His murals are found in schools, public spaces, and community buildings throughout the Huon Valley and surrounding towns.

These works are more than just vibrant images; they are visual acknowledgements of identity, respect for the land, and shared cultural knowledge. They celebrate the beauty of Tasmanian wildlife, but they also speak to the strength and presence of Aboriginal culture in contemporary Tasmania.

Reuben's approach to sharing culture is grounded in inclusivity and respect. He believes that culture should be shared in a way that is open and welcoming, never forceful. Through school programs, workshops, and public art, he teaches with a gentle presence, creating space for others to listen, ask, and understand. His childhood values remain central to his work today: respect the land, honour wildlife, and give back more than you take.

Reuben's artworks are held in public and private collections nationally and internationally.

Yet for him, success is not measured by recognition alone, but by the stories he is able to share; stories that honour the past, reflect the present, and create space for a shared and united future.

Our Vision for Reconciliation

At Timberlink, we will seek to connect with our First Nation and settler communities by listening to understand and demonstrating our respect for culture, and the ongoing contributions of Aboriginal and Torres Strait Islander Peoples across the Country on which we work. We recognise that reconciliation begins with truth sharing and reflection. By fostering a shared understanding of our collective history, we aim to build a culturally safe and inclusive environment.

Our vision is to build a future where Aboriginal and Torres Strait Islander Peoples are respected, empowered, and included in our business and community through shared purpose, meaningful engagement and enduring partnerships.

To achieve this, we must build on the strengths that already define us. As a significant regional employer, we can offer diverse roles across many facets of timber manufacturing creating various pathways for inclusive employment and long-term careers. As a respected name in the forestry and timber manufacturing industry, we can also promote inclusion and reconciliation to advance shared prosperity across the regions we collectively serve. Our community engagement program provides a platform to foster respectful partnerships and support community-led initiatives. We have a supportive Board and Group Executive Team to help ensure reconciliation remains a priority and is integrated within our organisation.

Together, these strengths position us to contribute meaningfully to reconciliation, not just in words, but through action, collaboration, and enduring relationships. This vision reflects Our Purpose 'To Care for People and Timber' and it guides our journey towards reconciliation, equity, and shared success.

To this end our vision for reconciliation is aligned with our Values and is founded on the following 5 principles:

▪ **Respect for Country and Culture**

Timberlink acknowledges the Traditional Custodians of the lands on which we operate. We are committed to providing cultural awareness opportunities across the various levels of the organisation to foster respect, understanding, and inclusion.

▪ **Community Engagement and Social Impact**

Our RAP initiatives align with Timberlink's broader community engagement efforts, with a focus on supporting Aboriginal and Torres Strait Islander communities through inclusive partnerships and locally driven programs.

▪ **Employment and Career Pathways**

We are dedicated to creating meaningful employment opportunities across our business. This includes developing career pathways to support long-term professional growth for Aboriginal and Torres Strait Islander peoples.

▪ **Supplier Diversity and Economic Inclusion**

Timberlink is committed to advancing procurement opportunities from local Aboriginal and Torres Strait Islander businesses, particularly in regional areas, to support economic development and community empowerment.

▪ **Sustainable Environment and Cultural Responsibility**

Our reconciliation efforts are integrated with Timberlink's commitment to a sustainable environment. We will strive to ensure that our timber manufacturing practices respect Country, recognising the deep cultural connection Aboriginal and Torres Strait Islander Peoples have with the land.

Our Business

About Timberlink

Timberlink Australia Pty Ltd ('Timberlink') is a leading Australian manufacturer of responsibly grown timber products made from renewable plantation pine. Our core business is the production and supply of high-quality timber for residential construction, renovation, industrial manufacturing, and other markets. We seek to demonstrate respect for the environment by reducing waste, utilising as much of the log as practicable. Our products include structural framing, outdoor timber, wood composite decking, and engineered wood solutions such as Cross Laminated Timber (CLT) and Glue Laminated Timber (GLT).

We operate two large-scale manufacturing facilities located in Bell Bay, Tasmania and Tarpeena, South Australia, with additional sales and distribution offices in Melbourne, Sydney, Adelaide, Perth, Bell Bay, and in Christchurch, New Zealand as follows:

Site Location	Location Type	Traditional Owners/ Custodians	Nation
Tarpeena – South Australia	Manufacturing Site	Boandik People (Other names include Boandik, Buandig, or Booandik)	Bunganditj Nation
Bell Bay – Tasmania	Manufacturing Site	Palawa and Pakana People	Lutruwita and Trouwunna Nation
Knoxfield/Caribbean Park – Victoria	Distribution Centre/ National Office	Wurundjeri Woi wurrung People	Kulin Nation
Canning Vale – Western Australia	Sales and Distribution Centre	Whadjuk People	Noongar Nation
Yennora – New South Wales	Sales and Distribution Centre	Cabrogal People	Darug Nation
Gillman – South Australia	Sales and Distribution Centre	Kaurna People	Adelaide Plains
Christchurch – New Zealand	Sales Centre	Region Ōtautahi, Aotearoa	

Timberlink employs approximately 600 people, the majority of whom are based in regional Australia. While we currently do not have confirmed data on the number of Aboriginal and Torres Strait Islander employees, we are currently taking steps in a respectful and culturally safe way to understand the employee population at Timberlink through annual employee engagement/pulse surveys, recognising that such disclosures are at the discretion of the individual.

Our geographic reach spans Australia and New Zealand, with export operations extending to countries such as Japan and supply chains reaching into Europe, Asia and the United States. Timberlink's reach includes a wide range of internal and external stakeholders, employees, customers, suppliers, industry partners, government bodies, and the communities in which we operate. We are committed to using this influence to promote reconciliation, sustainability, and inclusive economic participation.

With a strong focus on innovation and investment in advanced timber technologies, Timberlink is evolving from just being a traditional timber producer into a diversified wood products business, delivering sustainable building solutions for the future.

Our RAP

Timberlink's Reconciliation Action Plan (RAP) reflects our commitment to building respectful, inclusive, and enduring relationships with Aboriginal and Torres Strait Islander Peoples.

As a regional employer operating in areas like Tasmania, where the Aboriginal and Torres Strait Islander population is higher than the national average¹, Timberlink has a unique opportunity to learn and contribute meaningfully to reconciliation. We recognise the deep cultural heritage, sensitivities and differences that exist within and across the different Communities we operate in and acknowledge that Reconciliation is a journey and not a destination.

Insights and Opportunities Emerging from the RAP Journey

As we progress through the RAP journey, we've gained valuable insights that have naturally informed and strengthened other areas of our business:

1. Greater Alignment with Forest Stewardship Council® (FSC®) Certification Principles

Through the RAP process, we've deepened our understanding of social responsibility and Indigenous rights principles that are also embedded in FSC® certification standards. This has helped us approach our certification (C117015) with greater integrity and robustness, ensuring our practices reflect both environmental and social responsibility.

2. Enhanced Awareness of Inclusive Economic Participation

Our engagement with Aboriginal and Torres Strait Islander communities has highlighted the importance of creating pathways for self-determination. As NeXTimber® products are increasingly specified in government-initiated construction projects, our RAP has helped us understand how we can contribute meaningfully through employment and procurement that align with the Commonwealth and State Government Indigenous Procurement Policy (IPP) that support community-led outcomes.

3. A Thoughtful Framework for Broader Inclusion

The RAP has provided a meaningful and structured approach to fostering a culturally safe and inclusive workplace, one that uplifts and respects Aboriginal and Torres Strait Islander voices. In doing so, it has also offered valuable insights and practices that can be thoughtfully extended to support other diverse groups within our workforce to shape the foundation of our broader Diversity & Inclusion program both of which are progressed in parallel and with equal focus and commitment.

Embedding Reconciliation into Our Culture

Our RAP is championed by the Chief Executive Officer, whose leadership, alongside the Timberlink Board ensures reconciliation is embedded in our organisation. The RAP Working Group (RWG) comprises representatives from across the business, supporting a whole-of-organisation approach and include:

- Group Sustainability and Certifications Manager
- Human Resources Manager - Corporate
- Bell Bay Site Accountant (First Nations person)
- Tarpeena Supply Chain Manager
- Risk Support Officer
- National Distribution Centre Manager
- GM Risk and Community, and
- Dr Andrew Peters, Associate Professor, Indigenous Studies & Tourism, Swinburne University.

Dr Andrew Peters, a proud Yarra Yarra, Yorta Yorta, and Ngurai illum wurrung man, has kindly accepted our invitation to join our RAP Working Group to provide support and guidance as we navigate the Innovate Stage of the RAP program. In addition, and during the Innovate stage, we will also explore the most effective consultative structure to ensure each Aboriginal community connected to our major sites has a voice in shaping our reconciliation journey.

¹ Australian Bureau of Statistics (2022) *Tasmania: Aboriginal and Torres Strait Islander population summary*, ABS, 1 July. Available at: <https://www.abs.gov.au/articles/tasmania-aboriginal-and-torres-strait-islander-population-summary> (Accessed: 5 August 2025).

A Long-Term Commitment

Reconciliation is not a symbolic gesture: it is a practical, ongoing process of listening, learning, and acting. Our RAP is a key part of Timberlink's strategy: Care for Timber through responsible sourcing and certification, and Care for People including through community engagement and inclusion. It provides a roadmap to turn our intentions into measurable actions, ensuring reconciliation becomes embedded in our culture and operations for the long term.

Timberlink's Reconciliation Journey: Progress and Reflection

Over the past 2½ years, we have made meaningful strides in our reconciliation journey, laying a strong foundation built on cultural awareness, truth sharing, and a genuine commitment to learning. This journey reflects our aspiration to foster a diverse and inclusive culture and to strengthen relationships with Aboriginal and Torres Strait Islander communities in the regions where we operate.

With a spirit of curiosity and respect, we have actively sought knowledge and guidance from local governments, Aboriginal and Torres Strait Islander associations, peer organisations, and business partners. These engagements have helped us deepen our understanding of reconciliation and identify opportunities to make a positive impact.

The key highlights of our journey so far include:

- Building and nurturing relationships with the Boandik Community (Mt Gambier, South Australia), Palawa and Pakana Community (Bell Bay, Tasmania) and the Wurundjeri Community (Scoresby, Victoria) through:
 - Cultural education sessions with local Elders/representatives of the Bunganditj Nation (Mt Gambier) and the Wurrundjeri Aboriginal Corporation (Melbourne);
 - Annual support (3 years) of the Tebrakunna Rangers Program run by the Melythina Tiakana Warrana Aboriginal Corporation (Northeast Tasmania);
 - Supporting the First Nations Open Day at University South Australia (Mt Gambier campus);
 - Engaging the Burrendies Aboriginal Corporation (Mt Gambier) to assist Timberlink with land rehabilitation at our Tarpeena site;
 - Attending Mannalargenna Day, an annual event honouring Mannalargenna for his contribution to the survival of Tasmanian Aboriginal peoples and cultures.

- Partnering with local Aboriginal and Torres Strait Islander artists to create artwork for our Scoresby and Bell Bay sites that reflect Timberlink's aspirations for reconciliation.
- Engaging our employees through regular updates and intranet articles that reinforce our commitment to reconciliation.
- Engaging our Board of Directors in a cultural session lead by Dr Andrew Peters, Associate Professor, Indigenous Studies & Tourism, Swinburne University.
- Sponsored three Cultural half day education sessions for the local Mt Gambier Community and employees at the Regional Development Australia Limestone Coast site.
- Observing National Sorry Day and National Reconciliation Week 2024 and 2025 through internal events, and the active participation in external events by the RAP Working Group and Group Executive Team.
- Celebrating NAIDOC Week 2024 by launching our Cultural Protocol document and running a week-long series of cultural awareness activities at our Scoresby site.
- Implementing an Aboriginal and Torres Strait Islander Cultural Competency course to people leaders via our internal Learning System.
- We have invited custodians of the land to conduct Welcome to Country ceremonies at major Timberlink events. This included Product Launches and Family Days by Uncle Ken, local Bunganditj Elder who did a "Welcome to our Bunganditj Country" that involved the sharing of our meaningful stories. The unveiling of our Art at our Melbourne office by Wurundjeri Man Alex Kerr (Founder of Liwik Yiyah Consulting) as well as including an Acknowledgement of Country at Board Meetings and internal conferences, and
- Reflected Wurundjeri Woi-wurrung language in the naming of our Board room at the Scoresby office by naming it Wominjeka (Welcome/To come with purpose) with permissions sought from the Wurundjeri Aboriginal Corporation in Melbourne to do so.

These actions reflect our growing understanding that reconciliation requires humility, openness, and sustained effort. We are proud of the progress we've made and remain committed to deepening our engagement and impact in the years ahead.



Relationships

At Timberlink, we believe that building strong relationships with Aboriginal and Torres Strait Islander peoples is essential to connecting with our communities and enriching our shared future. By doing so, we strengthen our cultural understanding and create a more inclusive and resilient business that reflects the diverse communities we serve.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Continue engagement with local Aboriginal and Torres Strait Islander stakeholders and organisations within the Tarpeena/Mt Gambier region to understand the opportunities for Timberlink to support Aboriginal and Torres Strait Islander led campaigns and programs.	Dec 2027	Site Manager Tarpeena
	1.2 Continue engagement with local Aboriginal and Torres Strait Islander stakeholders and organisations within the Bell Bay/George Town region to understand the opportunities for Timberlink to support Aboriginal and Torres Strait Islander led campaigns and programs.	Dec 2027	Site Manager Bell Bay
	1.3 Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations within the regions of our Distribution Centre network and Scoresby to support Aboriginal and Torres Strait Islander led campaigns and programs.	Dec 2027	National Distribution Manager
	1.4 Facilitate the development and implementation of an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations across the three main sites (Tarpeena, Bell Bay and Scoresby).	Dec 2027	Group Sustainability & Certifications Manager



Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 1 annually	Risk Support Officer
	2.2 RAP Working Group members to participate in an external NRW event.	27 May - 3 Jun annually	Risk Support Officer
	2.3 Support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 Jun annually	Risk Support Officer
	2.4 Organise at least one NRW event each year.	27 May - 3 Jun annually	Risk Support Officer
	2.5 Register all our NRW events on Reconciliation Australia's NRW website.	May annually	Risk Support Officer
3. Promote reconciliation through our sphere of influence.	3.1 Develop and implement a team members engagement strategy to raise awareness of reconciliation across our workforce to support the advancement of employee engagement metrics for the RAP.	Apr 2027	GM Risk and Community
	3.2 Communicate our commitment to reconciliation publicly.	Apr 2027	Risk Support Officer
	3.3 Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	Apr 2027	Group Sustainability & Certifications Manager
	3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Apr 2027	GM Risk and Community
	3.5 Utilise Timberlink's platform within the timber and forestry associations (of which we are a member) and through New Forests to promote and/or develop initiatives to advance reconciliation.	Dec 2027	GM Risk and Community
	3.6 Engage in ongoing pulse check of RAP progress with our employees.	Annually	L & O D Manager



Relationships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
4. Promote positive race relations through anti-discrimination strategies.	4.1 Conduct a review of HR policies and procedures to identify existing potentially discriminatory provisions. Assess current HR policies to determine how effectively they address racial discrimination and support cultural safety.	Jun 2026	HR Manager
	4.2 Implement and communicate any new anti-discrimination provisions to our team members.	Jul 2027	HR Manager
	4.3 Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on any potentially discriminatory components of our policies.	Dec 2027	HR Manager
	4.4 Educate senior leaders on the effects of racism, discriminatory practices, including bias and the impact this can have on individuals, the workplace and business performance.	Oct annually	L & O D Manager



Respect

At Timberlink, our Purpose is to care for people and timber and that care extends to communities and Country. We recognise the deep and enduring connection that Aboriginal and Torres Strait Islander Peoples have with the land and forests that sustain our business. We acknowledge our responsibility to act with respect, integrity and commitment and through this action, we honour the past, engage with the present and help shape a more inclusive and respectful future.

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 Conduct an annual review of cultural learning needs within our organisation and update learning strategy as required.	Sep annually	L & O D Manager
	5.2 Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	Sep annually	L & O D Manager
	5.3 Continue to revise, implement, and communicate a cultural learning strategy document for our staff.	Dec annually	L & O D Manager
	5.4 Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	Dec 2027	L & O D Manager
	5.5 Assess the impact of the cultural learning programs and use employee engagement results to inform the cultural learning strategy and training plan.	Oct annually	L & O D Manager
	5.6 Explore education opportunities for our staff that highlights best practice in valuing and recognising Aboriginal knowledge and practices.	Dec 2027	L & O D Manager
	5.7 Develop Timberlink's team member onboarding program to include information about Timberlinks reconciliation journey.	Apr 2026	L & O D Manager



Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Increase Timberlink staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Jul 2026	Risk Support Officer
	6.2 Review and communicate Timberlink's cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	Aug 2026	Risk Support Officer
	6.3 Implement Timberlink's cultural protocol document across Timberlink sites.	Feb 2027	Group Sustainability & Certifications Manager
	6.4 Explore ways to incorporate Aboriginal and Torres Strait Islander cultures through language and flora, ensuring we follow cultural protocols when doing so.	Dec 2027	Group Sustainability & Certifications Manager
	6.5 Commission Aboriginal and Torres Strait Islander art for each of the manufacturing sites reflective of the Community and the Nation on which we operate on.	Dec 2027	GM Risk and Community
	6.6 Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year. Participation will be subject to availability and cultural protocols.	Dec 2027	Group Sustainability & Certifications Manager
	6.7 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, as defined in Timberlink's Cultural Protocol Document.	Feb 2026	GM Risk and Community



Respect

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RAP Working Group to participate in an external NAIDOC Week event.	Jul annually	Risk Support Officer
	7.2 Review internal practices to remove barriers and encourage team members to participate in NAIDOC Week.	May 2026	HR Manager
	7.3 Promote and encourage participation in external NAIDOC events to all team members.	Jul annually	Risk Support Officer
8. Strengthen Timberlink's commitment to respectful relationships, cultural awareness, and inclusive collaboration through Timberlink's Community Engagement Program	8.1 Promote and encourage the inclusion of Aboriginal and Torres Strait Islander communities, culture and protocols at Timberlink Family Days.	Aug annually	Risk Support Officer
	8.2 Identify opportunities to align Timberlink's Social focus areas with 'Close the Gap' initiatives to drive positive outcomes for Aboriginal and Torres Strait Islander Communities who reside and work within the regions we operate.	Dec 2027	GM Risk and Community
	8.3 Collaborate with like minded partners to advance key initiatives to support local Aboriginal and Torres Strait Islander People and Communities within the regions we operate in.	Dec 2027	GM Risk and Community



Opportunities

At Timberlink, we are committed to creating more opportunities for Aboriginal and Torres Strait Islander peoples in the timber industry. We support inclusive and culturally safe workplaces, partner with Indigenous businesses, and provide access to training and career pathways. By removing barriers and building strong relationships, we aim to grow together through diversity, equity, and shared success.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	9.1 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Dec 2026	HR Manager
	9.2 Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	Apr 2027	HR Manager
	9.3 Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy as part of Timberlink's Diversity and Inclusion strategy.	Jun 2027	HR Manager
	9.4 Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	Apr 2026	HR Manager
	9.5 Review HR and recruitment procedures and policies and remove barriers that may limit Aboriginal and Torres Strait Islander participation in our workplace.	Apr 2026	HR Manager



Opportunities

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	10.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	Dec 2027	Procurement Manager
	10.2 Investigate Supply Nation and Kinaway membership.	Nov annually	Procurement Manager
	10.3 Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff where possible.	Dec 2027	Procurement Manager
	10.4 Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	Mar 2027	Procurement Manager
	10.5 Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses where possible.	Dec 2027	Procurement Manager
	10.6 Develop an internal location-based directory of Aboriginal and Torres Strait Islander businesses for procurement opportunities and distribute appropriately.	Dec 2026	Procurement Manager
	10.7 Implement a mechanism to track procurement spend from Aboriginal and Torres Strait Island businesses.	Dec 2026	Procurement Manager



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	11.1 Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Dec 2027	GM Risk and Community
	11.2 Annually review the Terms of Reference and other governance documents for the RAP Working Group.	Nov annually	GM Risk and Community
	11.3 Continue to apply the Terms of Reference for the RWG.	Dec 2027	Risk Support Officer
	11.4 RWG to meet at least 10 times annually to drive and monitor RAP implementation.	Dec 2027	Risk Support Officer
	11.5 Explore the establishment of an Aboriginal and Torres Strait Islander Advisory Committee to provide strategic guidance and cultural insight in support of RAP objectives.	Dec 2027	GM Risk and Community
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Define resource needs for RAP implementation with Executive oversight of the program requirements.	Aug annually	GM Risk and Community
	12.2 Engage our senior leaders and other staff in the delivery of RAP commitments.	Dec 2027	GM Risk and Community
	12.3 Define and maintain appropriate systems to track, measure and report on RAP commitments.	Feb 2026	Risk Support Officer
	12.4 Appoint and maintain an internal RAP Champion from senior management.	Feb 2026	GM Risk and Community



Governance

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 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.	Oct annually	Risk Support Officer
	13.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 Aug annually	Risk Support Officer
	13.3 Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 Sept annually	Risk Support Officer
	13.4 Report RAP progress to staff and senior leaders quarterly.	Quarterly from Mar 2026	Risk Support Officer
	13.5 Publicly report through our formal reporting program our RAP achievements, challenges and learnings.	Nov annually	GM Risk and Community
	13.6 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Sept 2027	Risk Support Officer
	13.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Dec 2027	Risk Support Officer
14. Continue our reconciliation journey by developing our next RAP.	14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	Dec 2027	GM Risk and Community

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