

The data below is as of December 31, 2019 or represents full-year 2019, unless otherwise noted, and is unaudited which should be considered when making investment decisions.

## EMPLOYEES

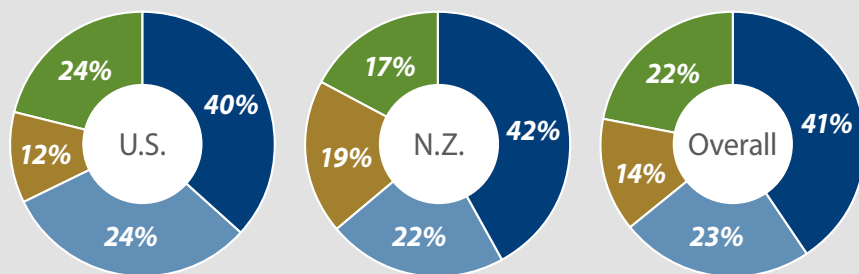


**TOTAL NUMBER<sup>1</sup>**

**353**

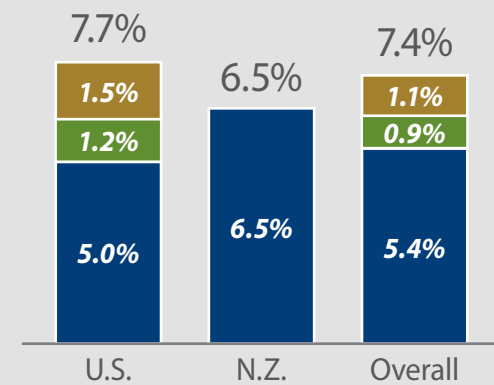
In the U.S. and N.Z.

### TENURE



■ 0-4 years ■ 5-9 years ■ 10-14 years ■ 15+ years

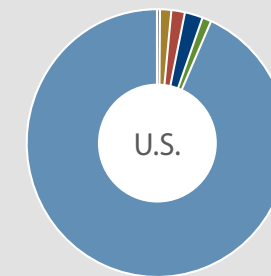
### TURNOVER



■ Voluntary ■ Involuntary ■ Retirements

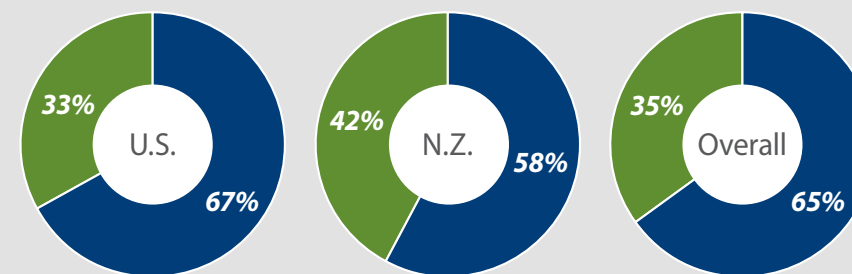
## EMPLOYEE DIVERSITY

### WORKFORCE BY ETHNICITY



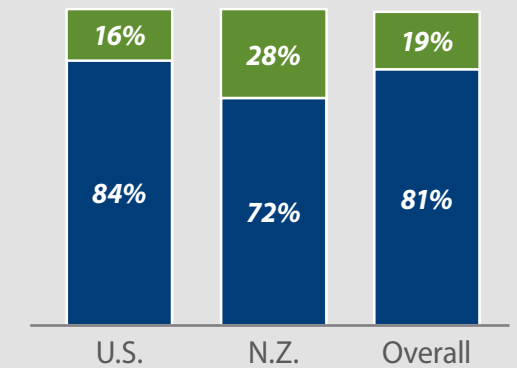
- 0.4% American Indian/Alaskan Native
- 1.5% Asian
- 1.5% Black or African-American
- 2.3% Hispanic or Latino
- 1.2% Two or more races
- 93.1% White

### WORKFORCE BY GENDER



■ Male ■ Female

### LEADERS BY GENDER<sup>2</sup>



■ Male ■ Female

<sup>1</sup>Disclosed in Rayonier's Annual Report on Form 10-K.

<sup>2</sup>Leaders defined as anyone who manages an employee.

# ENGAGEMENT & SAFETY

## ENGAGEMENT SURVEY PARTICIPATION<sup>3</sup>

**97%**

In the U.S.

**100%**

In N.Z.

**98%**

Overall

## EMPLOYEE SAFETY PARTICIPATION<sup>4</sup>

**99%**

In the U.S.

**100%**

In N.Z.

**99.5%**

Overall

## SAFETY<sup>5</sup>

**TRIR 2.6 LTIR 0.4**

In the U.S.

**TRIR 3.1 LTIR 1.8**

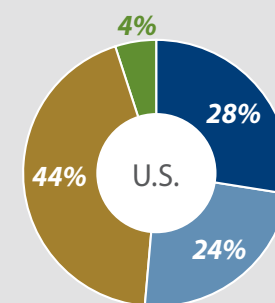
In N.Z.

**TRIR 3.1 LTIR 1.4**

Overall

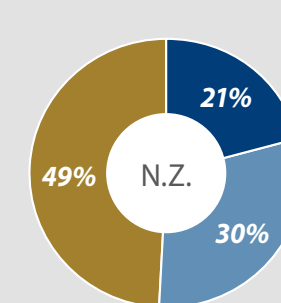
# COMMUNITY INVOLVEMENT

## COMMUNITY GIVING<sup>6</sup>



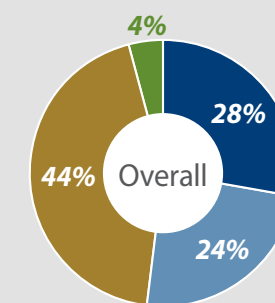
- Conservation/Environ.
- Education
- Community/Civic
- Health/Hospitals

Total: \$388,000



- Conservation/Environ.
- Education
- Community/Civic

Total: \$33,000



- Conservation/Environ.
- Education
- Community/Civic
- Health/Hospitals

Total: \$421,000



## EMPLOYEE VOLUNTEER HOURS<sup>7</sup>

**2,130**

In the U.S.

<sup>3</sup>Employee engagement surveys are given every other year. Participation rate reflects the latest survey from 2019.

<sup>4</sup>Employee safety participation represents employee completion of online safety training requirements.

<sup>5</sup>Total Recordable Incident Rate (TRIR) and Lost Time Injury Rate (LTIR) are two critical metrics we use to continuously monitor and improve our focus on zero tolerance for unsafe work practices. TRIR is the number of OSHA recordable cases x 200,000 hours (# of hours worked by 100 employees in a one-year period) / total number of hours actually worked. LTIR is the number of lost time injuries x 200,000 hours / total number of hours actually worked. For 2019, our U.S. employees worked a total of 544,471 hours and our N.Z. employees and contractors combined, worked a total of 1,344,100 hours.

<sup>6</sup>Rayonier supports its local communities through direct corporate giving.

<sup>7</sup>Employee volunteer hours represent only a portion of our employees' total volunteer activities.