



Rayonier
More than trees



2020 Sustainability Report



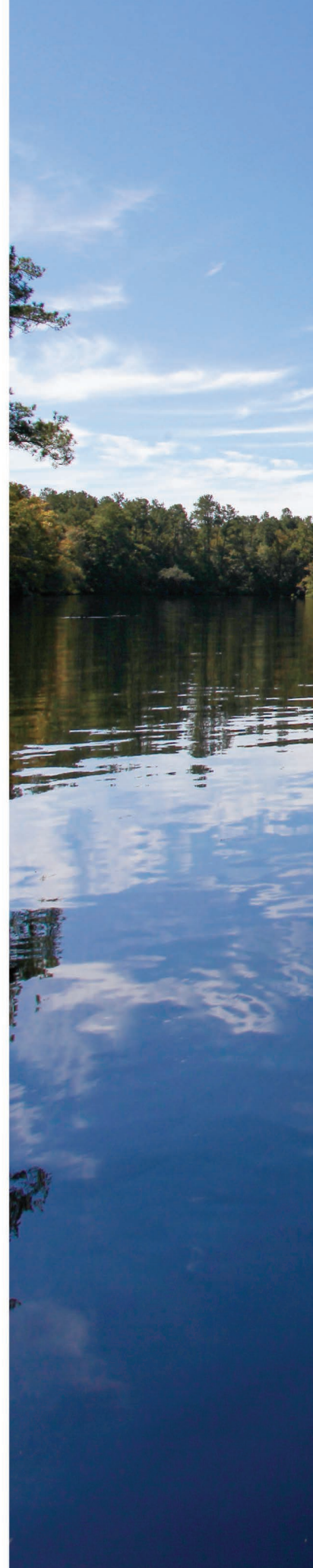


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OVERVIEW AND INTRODUCTION TO ESG

About this Report

This is Rayonier's sustainability report, which highlights actions we are taking to enhance the long-term well-being of our investors, employees, communities, and other stakeholders. This report is an important part of our commitment to transparency around Environmental, Social, and Governance (ESG) factors and how they are incorporated into our strategic and operational decision-making.

Within this report, we have addressed key ESG factors that we believe are meaningful to our investors and other stakeholders, as well as mapped our disclosures to the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD) reporting frameworks.

This report covers Rayonier's 2020 performance and is unaudited unless otherwise indicated.



MESSAGE FROM OUR CEO

We are pleased to publish our 2020 sustainability report. We view its release as a written declaration of the values that are the foundation of our ESG practices, strategies, and goals. We welcome investors' and regulators' increased ESG scrutiny, and are proud to share our story, particularly given the wealth of benefits provided by working forests (i.e., forests that are sustainably managed to provide a steady and renewable supply of wood for use in a wide array of building and consumer products). In addition to being responsible stewards of our forests, Rayonier has long recognized the importance of investing in our people and the local communities in which we operate across the U.S. and New Zealand. We strive to make Rayonier the employer of choice in the forestry sector, as well as an active and engaged member of our local communities. We understand that a commitment to a healthy, inclusive culture will not only help us achieve our financial goals, but will keep our employees and contractors safe and engaged. Finally, an ability to listen to and celebrate different points of view will allow us to more effectively engage with the communities in which we live and work.

Working Forests Provide a Natural Climate Change Solution

Over the past few years, we have observed many large global corporations announce commitments to achieve carbon neutrality. Moving forward, we expect both private initiatives and public policies tied to the reduction of carbon emissions to gain further momentum. Many of the goals that have been unveiled are both admirable and ambitious, and we believe our industry is well-positioned to be part of the solution. Carbon sequestration within our lands and the products made from our trees is one of the many

environmental benefits provided by private working forests, leaving us uniquely positioned for a low-carbon economy.

In an effort to assess our potential contribution, earlier this year we published our first Carbon Report—a unique and comprehensive report designed to quantify the carbon impact of our forestry value chain. A discussion of our latest [Carbon Report](#), as updated, is incorporated within this sustainability report.

Safety as a Way of Life at Rayonier

One of our most important values is promoting “safety as a way of life” for our employees and contractors. This principle was put to the test as we navigated the COVID-19 pandemic during the past year. In the early stages of the pandemic, the forest products sector was designated as a critical infrastructure industry, tasked with a special responsibility to maintain operations. As we navigated myriad restrictions and lockdown orders, we rapidly developed enhanced safety protocols and took various other measures to protect and support our people while also keeping our business running. While we have long viewed safety as a core value at Rayonier, I'm especially proud of how our employees and contractors adapted to the challenges posed by COVID-19. We were able to work together safely, yet effectively, to keep our operations running smoothly, while we also successfully integrated the Pope Resources acquisition.

The pandemic taught us many lessons, which we are incorporating into our thinking about safety and the way we work going forward. More broadly, we are redoubling our efforts and incorporating technology to



promote the sharing of best safety practices, particularly across our contractor workforce in the U.S. This effort has been guided in part by lessons learned from New Zealand's long-standing focus on employee-contractor collaboration to ensure safe operations.

Taking Steps to Improve Diversity, Equity, and Inclusion

Racial equity and social justice issues have long been serious concerns around the globe, but last summer's events brought the issues more urgently to the forefront of business and politics. We recognize the need to actively create a more diverse and inclusive culture at Rayonier and to foster greater diversity within our industry. During 2020, we formed a Diversity, Equity, and Inclusion (DE&I) task force comprised of a diverse group of Rayonier employees and senior leaders. With input from internal and external sources, this team is working to develop initiatives to further strengthen Rayonier's culture. As a first step, we have re-upped our commitment of resources to several initiatives—including scholarships, sponsorships, and fellowships—which are geared toward both specific recruiting objectives for Rayonier, as well as promoting greater gender and ethnic diversity within the forest products industry.

Looking After Our Land for Both Current and Future Generations

The critical role our forests play in the environment extends well beyond carbon and climate change. More broadly, we are committed to responsible land stewardship and the protection of wildlife, plants,

soil, and water quality for current and future generations. We understand that our long-term success as a company depends on the environmental and economic sustainability of our working forests. We further recognize that sustaining and enhancing the environmental attributes of our forests serves as our social "license to operate." To that end, we have consistently disclosed our sustainable yield—that is, the annual harvest volume that we expect to generate into perpetuity through a continuous cycle of tree planting, growth, and harvest.

Advancing Our ESG Priorities in 2021 and Beyond

Guided by our Board of Directors (Board) and its Nominating and Corporate Governance Committee (Governance Committee), we are working to advance our ESG priorities for the remainder of 2021 and beyond. We hope this report will serve to further emphasize our values of stewardship and transparency. As we work to further our positive impact on society, two-way communication with external stakeholders is critical. As such, we view the publication of this sustainability report as a key milestone; however, there is still much work to be done as we introduce new ESG initiatives and continue our relentless focus on improving the transparency of our disclosures. As always, we welcome your input and feedback.

David L. Nunes
President and Chief Executive Officer

RAYONIER OVERVIEW

We are a pure-play timberland real estate investment trust (REIT) with assets located in some of the most productive softwood timber growing regions in the U.S. and New Zealand. We invest in and actively manage timberlands as well as seek to maximize the value of our land portfolio by pursuing non-timber revenue and higher and better use (HBU) land sale opportunities, all to provide current income and attractive long-term returns to our shareholders.

Timberlands: As of December 31, 2020, Rayonier owned or leased under long-term agreements approximately 2.7 million acres^{1,2} of timberlands located in the U.S. South, U.S. Pacific Northwest, and New Zealand. Our working forests are managed on a sustainable basis, and we consistently aim to maximize the value of our land through a site-specific management philosophy that incorporates an array of modern silvicultural treatments. While our trees are growing, we also seek opportunities to monetize non-timber products and ecosystem services. For example, in the U.S., we license our properties for recreation, alternative energy production, communications towers, beekeeping, and the production of various aggregates and other minerals. In New Zealand, we sell carbon credits through the New Zealand Emissions Trading Scheme. More broadly, given the carbon sequestration capabilities of our working forests, we believe we are well-positioned to benefit from a low-carbon economy and regularly evaluate emissions trading schemes and other carbon market opportunities that could bolster the value of our assets or translate to ancillary revenue streams.

Real Estate: We continuously evaluate the highest-and-best-use of our lands and seek to capitalize on identified HBU opportunities through strategies uniquely tailored to maximize value, including selectively pursuing land-use entitlements and infrastructure improvements through one of our taxable REIT subsidiaries. We currently have active development projects north of Jacksonville, Florida (Wildlight) and south of Savannah, Georgia (Richmond Hill), as well as several projects in the west Puget Sound area of Washington state.

Log Trading: In addition to our core timber and real estate businesses, we leverage our knowledge and expertise to engage in the trading of logs from New Zealand, Australia, and the U.S. to Pacific Rim markets, primarily to gain additional market scale and lower unit costs.



Total Timberland Acreage: 2.7 Million Acres^{1,2}

507,000 Acres

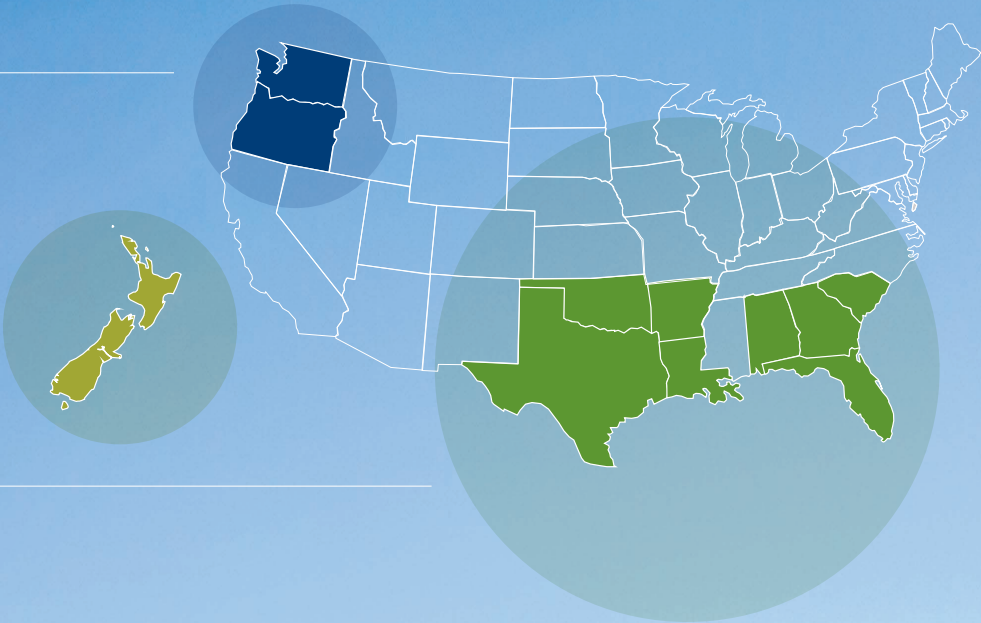
U.S. Pacific Northwest

417,000 Acres

New Zealand

1.73MM Acres

U.S. South



OUR MISSION

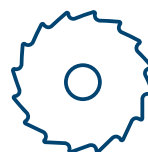
To provide industry-leading financial returns to our shareholders while serving as a responsible steward of the environment and a beneficial partner to the communities in which we operate.



ACREAGE
2.7 MILLION^{1, 2}



EMPLOYEES
~400



SUSTAINABLE YIELD
~11 MILLION TONS³
ANNUALLY

OUR VISION

The key cornerstones of our vision are:

Our Business:

To have the best-in-class assets, operations, disclosure, and transparency

Our Investors:

To be the preferred timberland investment vehicle for institutional investors

Our People:

To be the preferred employer within our industry

Our Communities:

To be a responsible steward of the environment and to have a positive impact on the communities in which we operate

OUR STRATEGY

Our business strategy consists of the following key elements:

- 1. Manage on a Sustainable Yield Basis
- 2. Capitalize on Favorable Carbon Position
- 3. Invest to Improve Productivity
- 4. Acquire High-Quality Timberland
- 5. Optimize Portfolio Value
- 6. Focus on Quality of Earnings
- 7. Best-In-Class Stewardship and Disclosure



SUSTAINABLE CERTIFICATIONS

OUR CULTURE

Recognizing that our people are the foundation of our success, Rayonier’s culture is centered on empowering individuals to behave like owners, ensuring safety is ingrained into everything we do and working effectively as a team across functional and regional boundaries to achieve our mission. We stress the need to work collaboratively to maintain a safe and inclusive workplace, identify and act on opportunities, solve problems, manage costs, and realize operational efficiencies.

OUR APPROACH TO ESG

Our approach to value creation at Rayonier focuses not only on the responsible stewardship of our forests, but also on investing in our people and the communities in which we operate.

Philosophy: As a natural resource company that has operated its lands dating back nearly a century, and with the acquisition of Pope Resources, dating back to the mid-1800s, we've learned a lot over the years about managing sustainably to protect the interests of all stakeholders. We've also borrowed heavily from our 29 years of experience in New Zealand, where the Māori term "Kaitiakitanga," which translates to guardianship and protection, embraces the concepts of ESG and the broader duty of care with respect to people, the land, and our business. Our strategic planning efforts look out over multiple future rotations of trees within our forests, taking us well into the next century. As we bring this very long-term mindset to managing our forestry assets, we also approach our business with the long-term interests of all our stakeholders at heart.

As such, ESG considerations and their corresponding impact on the sustainability of our business are both critical to and tightly integrated within every aspect of our strategic decision-making.

Oversight: Our Board provides direct oversight of our ESG policies and the integration of ESG factors into our long-term strategic planning, as further described in the Governance section of this report.

Transparency: We are committed to the transparent and authentic disclosure of ESG-related information. To this end, we have significantly enhanced our ESG disclosures in recent years, and are further committed to continuous improvement as ESG reporting standards and best practices continue to evolve.



OUR RESPONSE TO COVID-19

Keeping our employees and contractors safe

In 2020, our team responded to the challenges associated with the COVID-19 pandemic by prioritizing the health and safety of our employees and contractors, as well as their families and local communities, while also working to ensure business continuity. In the U.S., the forest products sector was designated as a critical infrastructure industry by the Department of Homeland Security. In New Zealand, the government instituted a more stringent lockdown across a broader range of businesses, including the forest products sector, beginning in late March and lasting through late April. These differing government responses necessitated a tailored approach to managing health and safety issues in each region.

In mid-March 2020, we implemented a work-from-home model for all U.S. office employees and instituted enhanced safety guidelines for field employees. Across our operations, we figured out new ways to work together in a safe, yet distant, manner. We further implemented a COVID-19 employee health practices policy, which provides essential information on our enhanced health and safety protocols, including temperature checks, the use of PPE, sanitation guidelines, etc.




On a quarterly basis, employees in the U.S. received packages delivered to their homes with protective equipment, such as hand sanitizer, masks, and gloves. We also implemented a comprehensive infectious disease

policy throughout all of our offices, incorporating well-established protocols for addressing potential future crises. Lastly, we rolled out a new home office reimbursement program, which provides reimbursement to each employee of up to \$750 for home office equipment in order to facilitate work-from-home arrangements.

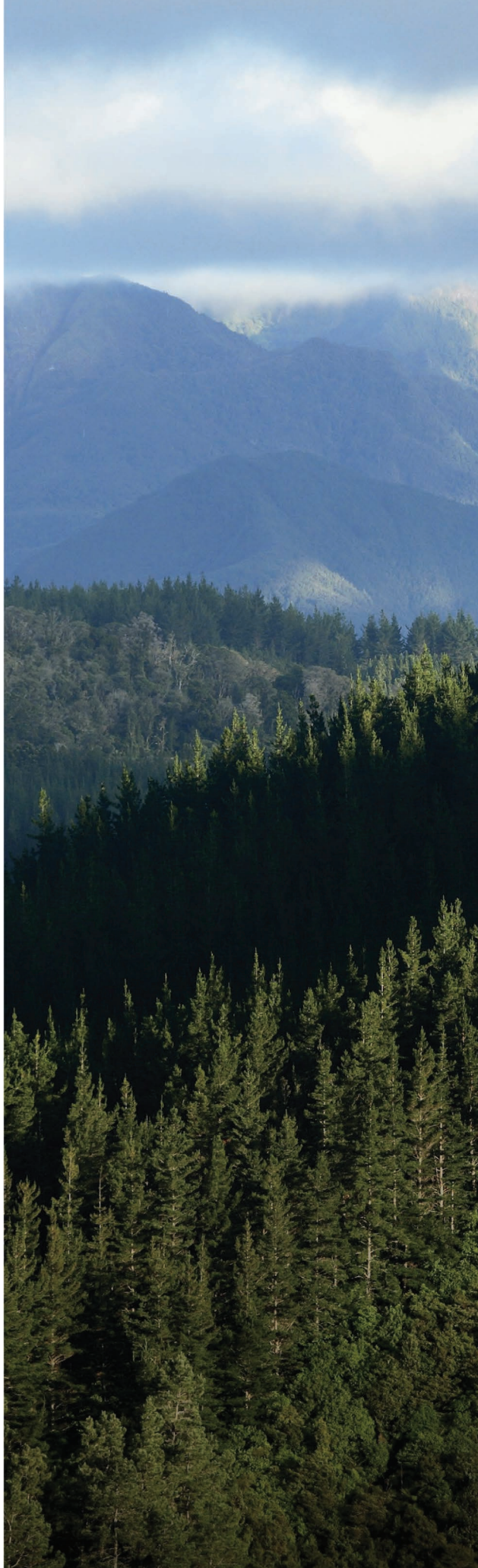
In New Zealand, community spread of COVID-19 was effectively limited by the more stringent government lockdown measures and travel restrictions. Thus, while we have continued to adhere to enhanced safety protocols and periodic operating restrictions implemented by New Zealand governmental authorities, our New Zealand offices have generally been operating normally since May 2020.

In addition to the initiatives undertaken to protect our employees, we also took action to support our contractors and local communities. Specifically, in the U.S., we delivered approximately 550 COVID-19 care packages to our contractors and approximately 200 to local schools. In New Zealand, we worked with iwi (Māori tribal groups) to provide firewood to more than 100 homes in the Hauraki region that were in need of assistance.

[Learn more about how New Zealand provided free firewood to Hauraki iwi in need during the COVID-19 lockdown.](#) 

1,200		<i>COVID PPE packages:</i>
550		<i>sent to employees</i>
200		<i>sent to contractors</i>
100+		<i>Homes were provided with firewood in N.Z.</i>
\$750		<i>Allowance to employees for home office equipment</i>





ENVIRONMENTAL

Overview

Rayonier is committed to responsible environmental stewardship. As such, we take careful measures to ensure the long-term sustainability of our forest ecosystems, as well as the wildlife, soils, and water within them. We take seriously our responsibility to look after our land for both current and future generations, as the company's long-term success ultimately depends on the environmental and economic sustainability of our forests.

SUSTAINABLE FOREST MANAGEMENT

Sustainable forest management involves a perpetual cycle of planting trees, allowing those trees to grow, harvesting those trees for use in various forest products, and then replanting new trees to begin the cycle anew. Rayonier started its plantation forestry program in the late 1940s, marking the beginning of our perpetual cycle of planting, harvesting, and replanting our forests. Since then, we've planted well over one billion trees, and that number continues to grow, with more than 38 million additional seedlings planted in the U.S. and New Zealand in 2020.

Research and Development

Rayonier operates an in-house research and development effort designed to provide the knowledge, tools, and technology necessary to manage our forests sustainably and to implement effective silviculture programs across our ownership. Rayonier maintains active research initiatives in the following key areas: (1) genetics and tree improvement, (2) soils and seedling production, (3) biometrics and growth/yield, (4) environmental sustainability (including protection of water, biodiversity, and threatened and endangered (T&E) species), and (5) carbon and climate impact.


In addition to our in-house research efforts, we also collaborate on specific research initiatives with industry associations, other individual industry participants, and university/industry cooperatives. In the U.S., Rayonier is a member of over 30 university/industry cooperatives, which provide us with access to a wide range of basic and applied research programs to support our forest management efforts. In New Zealand, Rayonier chairs the Forest Owners Association Forest Biosecurity Committee, which manages a multi-stakeholder approach to protecting forest health through the identification and management of risks, and also collaborates with the University of Canterbury on a broad range of forest research matters.

Tree Improvement and Forest Health

A continuous process of research, genetic selection, breeding, and testing enables Rayonier to incrementally improve the productivity and value of our forests over successive rotation cycles. We employ conventional tree breeding techniques, such as controlled pollination, and do

not plant any seedlings that are classified as Genetically Modified Organisms (GMOs). Our tree improvement research efforts are primarily focused on identifying and breeding tree families that grow taller, straighter, and faster, while at the same time having fewer log defects. Our program is also designed to enhance disease and pest resistance through careful genetic selection and site-specific silvicultural applications.

We also conduct research to identify more effective silvicultural treatments to increase the survival and growth of the trees we plant. As part of this research, we continually monitor forest conditions for invasive species, weed competition, tree survival rates, soil conditions, and pests. Our research and development programs focus not only on current forestry conditions but also analyze the long-term impacts of climate change and its potential impact on our business. This includes evaluating anticipated changes in weather patterns across regions to assess the potential impacts to long-term forest health and productivity.

Learn how Rayonier researchers use grafting in our tree improvement program. 

Harvest Planning

Rayonier relies on our in-house analytical expertise with wood flow models and other harvest planning tools to guide our long-term planning as well as our estimates of sustainable yield. We define sustainable yield as the annual harvest level that we believe can be sustained into perpetuity based on estimates of biological growth and the expected productivity resulting from our reforestation and silviculture efforts. Our long-term harvest plans, from which we derive our sustainable yield estimates, typically span 60 years in the U.S. South and New Zealand, and 100 years in the U.S. Pacific Northwest.

Underscoring our commitment to managing our forests on a sustainable basis, we disclose our annual sustainable yield for each of our three primary timber operating segments. In 2020, we generated total harvest volume of 10.3 million tons⁴, which was within our estimated sustainable yield range of 10.1 to 10.9 million tons³. Our 2020 harvest volume included final harvests on approximately 76,000 acres, or 2.8% of our total acreage. Our sustainable yield, as well as our overall harvest strategy, are reviewed by our Board annually.

All of our harvest activities are conducted pursuant to a detailed harvest plan, which specifies harvesting equipment, best management practices, streamside buffers, stream crossing locations, water control, and other regulatory requirements. Our harvest plans also establish buffers around any known or identified T&E species habitats and modify activity timing as necessary to avoid disrupting certain species during their respective breeding seasons.



THIRD-PARTY CERTIFICATIONS AND FORESTRY REGULATIONS

Third-Party Certifications

We are dedicated to meeting the highest standards of sustainable forestry established by the Sustainable Forestry Initiative® (SFI®), Forest Stewardship Council® (FSC®), and the Programme for the Endorsement of Forest Certification™ (PEFC™). These voluntary certification programs each consist of a rigorous and comprehensive set of environmental principles, objectives, and performance measures. Criteria under these programs are designed to ensure that various standards are met, including: (1) forest management plans are associated with long-term sustainable harvest levels, (2) biological diversity is conserved, (3) appropriate measures are taken to protect water resources, (4) laws and regulations are complied with, (5) workers' rights and employment conditions meet certain standards, and (6) the rights of Indigenous Peoples are recognized and respected.

Our 2.7 million acres^{1,2} of timberlands are managed to these certification standards, and our compliance is periodically evaluated through independent third-party audits. In the U.S., 96%^{1,5} of our timberlands are certified by SFI, and in New Zealand, 94%^{1,5} of our timberlands are certified by FSC and PEFC. In the U.S., uncertified lands are generally held in our real estate segment, which are typically slated to be sold as rural residential properties or sold as part of our community development projects in Florida, Georgia, or Washington, and are therefore not eligible for certification. In New Zealand, uncertified lands generally consist of more recently acquired lands that have not yet completed the certification process. In both the U.S. and New Zealand, uncertified lands are still managed pursuant to the same standards as certified lands, unless their land use is changed.

See our latest [SFI](#) audit results, and [FSC](#) and [PEFC](#) public reports.

Forestry Regulations and Compliance

We operate under an internal Environmental Management System (EMS), pursuant to which we monitor our compliance with the third-party certification standards described above, as well as state-specific forest practice rules and best management practices. Employees receive training to help ensure compliance with the practices, policies, and forestry certification requirements incorporated within our EMS.

We also maintain a rigorous internal audit process to regularly assess how well we implement these standards and to evaluate ways to improve our performance. Any issues or instances of non-compliance identified through this audit process are documented and promptly followed up with remedial action. Our Senior Leadership Team has ultimate responsibility for our EMS and annually reviews our performance against forest certification standards, governmental regulations, and internal benchmarks.

TOTAL ACRES ^{1,2} (MM)
2.7
SUSTAINABLE YIELD ³ (MM Tons)
10.1–10.9
HARVESTED VOLUME ⁴ (MM Tons)
10.3
TOTAL MERCHANTABLE TIMBER INVENTORY ⁶ (MM Tons)
91.6

ACRES CERTIFIED TO 3RD PARTY STANDARD ^{1,5}			
Standard	SFI	FSC and PEFC	Combined
% CERTIFIED	96% U.S.	94% N.Z.	96%



CARBON FOOTPRINT

Rayonier grows and manages an abundant renewable resource that provides many benefits to society, including carbon sequestration. In order to better quantify the impact that our global operations have on the environment, in 2020, we undertook an analysis of the carbon sequestration and emissions across our forestry operations and corporate activities. We calculated the carbon sequestered by our forests, the emissions associated with our operations, and the carbon removed/transferred from our forests through harvest activity. We developed this analysis based on methodologies published by the New Zealand Ministry for Primary Industries, USDA Forest Service, and U.S. Environmental Protection Agency. When estimating the carbon stored in our forests, we included overstory trees, understory vegetation, coarse woody debris, forest floor, and soil.

This analysis demonstrated that our working forests provide a natural climate change solution, in that we sequester substantially more carbon than we emit. Specifically, in 2020, Rayonier’s forests sequestered over 14.5 million MtCO₂-e^{7,8,9,10,11} versus corporate emissions of roughly 380,000 MtCO₂-e^{7,12}. Moreover, a significant portion of the carbon contained in logs we sell to our customers each year remains stored for many decades through their conversion to a multitude of wood products.

For a complete analysis of our carbon footprint in the U.S. and New Zealand, see our Carbon Report. 

Carbon Sequestered in Rayonier Forests^{7,8,9,10,11}

14,528,018 MtCO₂-e



Equal to removing¹³

3,137,801



cars from the road

Importantly, life cycle assessment studies have demonstrated the benefits of carbon storage in wood-based building products—that is, fewer greenhouse gas emissions (in construction and in use) as compared to other building materials, such as concrete and steel. Looking ahead, we are optimistic that wood-based construction will continue to grow through the broader use and acceptance of lumber and engineered wood products, such as mass timber. Specifically, we believe that increased demand for cross-laminated timber (CLT), which is a specific type of mass timber product, will be spurred by increased usage in the commercial construction market.

GREENHOUSE GAS EMISSIONS

We have measured our impact on the environment by calculating the emissions associated with our corporate, forestry, and real estate-related operations during 2020. We have estimated and broken down our emissions into Scope 1 (direct emissions from company-owned and controlled resources), Scope 2 (indirect emissions from electricity purchased), and Scope 3 (indirect emissions in the value chain—i.e., harvest and transport of our trees, silviculture activities, forest management, and business travel).

2020 Results:

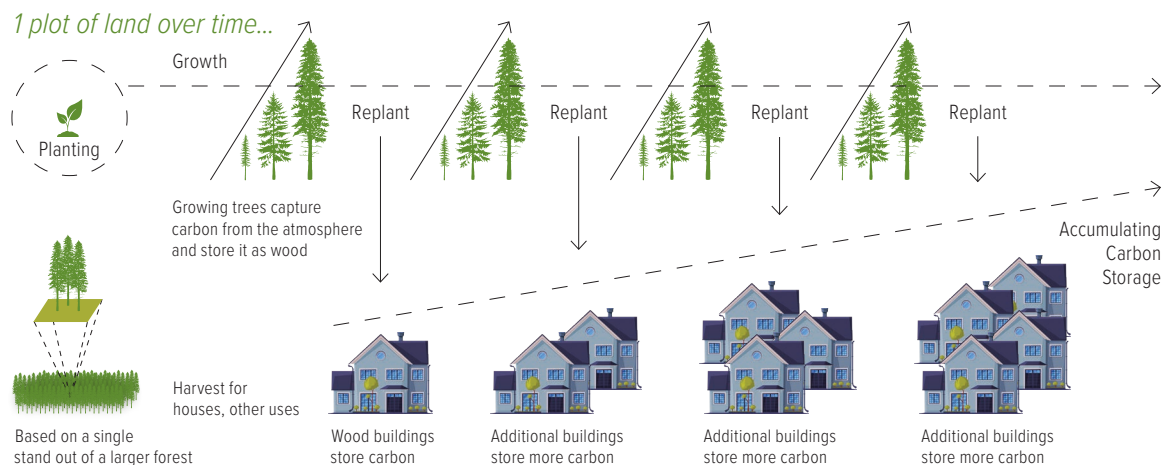
Scope 1: **557** (Direct) (MtCO₂-e)^{7,12}

Scope 2: **628** (Indirect) (MtCO₂-e)^{7,12}

Scope 3: **379,049** (Indirect) (MtCO₂-e)^{7,12}

See our Carbon Report for a complete analysis of Rayonier’s Scope 1, 2, and 3 emissions. 

CARBON STORAGE IN FOREST PRODUCTS



When we harvest our trees, we remove/transfer a portion of the carbon contained in our forests. After our trees are harvested, we then replant our forests and start the process of growing trees and sequestering carbon all over again.

The carbon storage benefits of Rayonier’s forests continue even after trees are harvested, as carbon can remain sequestered for many decades within the end-use forest products made from such trees, including lumber, plywood, and engineered wood products.

As part of our carbon footprint analysis, we have estimated our 2020 harvest volumes by product and destination, as well as the resulting long-term storage benefits by category. The table below illustrates the life cycle of carbon that remains stored in end-use forest products after the timber has left our forests based on the estimated half-life of the carbon stored in the various products made from our timber. This analysis is based on one year (i.e., 2020) of harvest activity and does not reflect the incremental benefit of successive rotation cycles. For more information on carbon storage over multiple rotation cycles, see our [Carbon Report](#).

2020 Harvest Activity: Projected Carbon Stored in End-Use Forest Products Over Time^{7,14}

(MtCO₂-e)

Region	Product Destination	Carbon Removed/Transferred During 2020 Harvest	2020 Harvest Converted to Product ¹⁹	YEARS IN THE FUTURE					
				5	10	25	50	75	100
U.S.	DOMESTIC ¹⁵	7,283,565	4,407,968	3,435,415	2,873,120	2,294,314	1,970,627	1,814,597	1,723,002
U.S.	EXPORT ¹⁶	342,802	312,303	149,981	80,908	24,255	6,493	2,284	858
N.Z.	DOMESTIC ¹⁷	759,959	727,481	610,868	491,026	255,020	85,578	28,717	9,637
N.Z.	EXPORT ¹⁸	817,744	752,171	538,409	354,493	101,180	12,519	1,549	192
TOTAL		9,204,070	6,199,923	4,734,673	3,799,547	2,674,769	2,075,217	1,847,147	1,733,689


WATER QUALITY

Working forests and their associated watersheds play a critical role in capturing and filtering water used by people and wildlife.

We adhere to all regulatory requirements and deploy best management practices to protect the water quality in our forests, which is essential to the long-term sustainability of our forests and the welfare of the communities they support. Rayonier has specific guidelines that are maintained, updated, and used for mapping our forestlands to help ensure that our harvest plans and timber inventories exclude lands that are environmentally sensitive. Our best management practices require protective buffers along waterways, restrictions on roads and heavy equipment, as well as reduced or eliminated harvesting in environmentally sensitive areas. In addition, we plan our forest management and harvesting activities to prevent sediment and other pollutants from reaching streams. For example, in the state of Washington, our roads are updated and improved under regulations established by The Forest and Fish Law, and thereby incorporate many

enhanced features to ensure the health of streams used by salmon and trout. In New Zealand, as another example, water monitoring for Total Suspended Sediments (TSS) is undertaken at select sites nationwide. We also participate with regional councils undertaking State of Environment (SOE) testing, which assesses stream health.

Rayonier approaches forestry regulations and works to enhance our relationships with regulatory agencies and local communities through transparent communication and active involvement. For example, Rayonier team members often serve on boards of regional water management and forest practice committees, which set best management practices for landowners with regard to maintaining water quality.

[Learn more about how Rayonier's forests protect water quality.](#) 



Working Forests in Action

In coordination with the Suwannee River Water Management District, we worked over several years to set up a diversion structure to replenish the Floridan aquifer with an estimated 220 million gallons of water per year by restoring a natural hydrologic connection to Brooks Sink, Florida's largest sinkhole, which is located on our property.

The Floridan aquifer system is one of the world's most productive aquifers and provides a source of potable water relied on by more than 10 million people. Prior to the project, man-made ditches had sent the water into rivers leading to the Gulf of Mexico.

SOIL QUALITY

Soil quality is imperative to the long-term health and productivity of our trees, impacting the overall biodiversity of our forests as well as the ecosystem as a whole.

Across our operations, our best management practices are designed to minimize compaction, rutting, and erosion and to prevent sediment from entering waterways during forest management activities. We have made significant investments in soil mapping for large portions of our acreage, which includes data on soil horizons, texture, and drainage class. Our accumulated knowledge of soil properties, including the need for fertilizers and the likely retention and movement of applied fertilizers, enables Rayonier to fine-tune application rates and seasonal timing to improve tree growth and minimize the potential for off-site movement.

Our foresters use our knowledge of geology and soils to guide management practices for each stand of trees over the rotation cycle. In the U.S. South, our rotation ages typically range from 21 to 28 years² for pine plantations and from 35 to 60 years² for natural stands. In the Pacific Northwest, our rotation ages typically range from 35 to 50 years², and in New Zealand, from 20 to 40 years. Rotation ages vary based on a wide variety of factors, including species, topography, elevation, soil quality, and precipitation.



BIODIVERSITY



Our forests are healthy and diverse ecosystems that we manage with a long-term mindset. We recognize the importance of maintaining biodiversity both for the health of our forests and the broader ecosystems in which they exist. We are committed to protecting and closely monitoring the biodiversity across our timberlands as we engage in forest management activities.

To this end, we follow programs and policies designed to protect the diverse natural capital embedded within our forests. We assess the biodiversity of our lands, minimize disturbances associated with our forestry activities, promote indigenous species, protect threatened and endangered (T&E) species, safeguard ecologically sensitive areas, ensure prompt reforestation, and incorporate biodiversity considerations into our portfolio management activities. The following are more specific examples of the steps we take to proactively conserve and support the biodiversity that exists in and around our timberlands:

Assessing the biodiversity balance of our lands

Through our third-party certification processes, we maintain a formal biodiversity monitoring program. As part of this program, we regularly conduct assessments across our timberlands, which enable us to design and implement best practices to preserve specific habitats and avoid harvesting during particularly sensitive times, such as breeding season. The detailed analyses we conduct, including classifying cover types by geography, also allow us to manage the quality and distribution of wildlife habitats, which is core to conserving biodiversity across our forests.

Promoting indigenous species and protecting threatened and endangered species

By maintaining a diversity of cover types, leaving buffers along riparian/streamside management zones, and following age class adjacency restrictions for final harvests (referred to as green-up practices) we help ensure indigenous plant and animal species continue to thrive as we conduct our forest management activities. Our



species diversity further reflects our deliberate replanting of various indigenous species in concert with green-up practices. Our efforts help ensure our forests continue to provide abundant nesting habitat, food sources, and travel corridors for wildlife. We take particular care in protecting T&E species on our lands, including refraining from harvest activity as necessary and preserving select natural habitats with buffer areas.

Safeguarding ecologically sensitive areas

Responsible stewardship of forestlands and the biodiversity within them is essential to protecting the Earth's ecosystems. Accordingly, we engage with state and federal agencies, as well as local stakeholders, including adjacent landowners and tribal authorities, to identify and protect ecologically sensitive areas. Specifically, in New Zealand, protection of highly ranked Significant Ecological Areas (SEAs) occurs through stringent best management practices designed to limit operational effects. The highest ranked areas have separate management plans and are inspected annually.

Incorporating biodiversity into portfolio management

In addition to taking necessary measures to protect biodiversity within our existing portfolio, we also incorporate a thorough review of ecosystem attributes as part of our due diligence on timberland acquisition opportunities. Specifically, we aim to identify any special sites, including known critical habitats for any T&E species and/or species of concern. If the timberlands being evaluated are ultimately incorporated into our portfolio, we then develop specific guidelines for the new properties to ensure appropriate management moving forward.

THREATENED AND ENDANGERED SPECIES

Of the thousands of plants and animals in Rayonier’s forests, a few species are considered threatened or endangered, which we work actively to protect.

Our foresters and contractors are trained to be aware of and recognize federally protected T&E species and their habitats. We rely on mapping and database tools, as well as a working knowledge of our land, to determine where specific conservation practices are needed. In addition to our own efforts, we also participate in broader industry and conservation initiatives, such as population studies and surveys.

In the U.S., we rely on state natural heritage programs, NatureServe, regular biodiversity assessments, and the routine field work of our foresters to locate potential occurrences of threatened and endangered species. In New Zealand, occurrences of Rare, Threatened, and Endangered Species (RTES) are recorded in our EMS database so that forest management plans can be adapted accordingly. In addition, certain areas designated as either Significant Ecological Areas (SEAs) or

High Conservation Value Forests (HCVFs) require special procedures to ensure that they are protected. Through the use of these various tools, we have identified that approximately 52%^{1,20} of our forests have the potential of being a T&E species habitat.

Importantly, our forest management practices help ensure that our actions are not adversely impacting the normal lifecycle or habitat of T&E species. Such practices include surveying sites for species occurrences before conducting forest management activities, leaving buffers along riparian and natural habitat areas, or limiting harvest activities during certain times of the year.

Some T&E species are nomadic, which means they move from place to place and do not have fixed boundaries to their habitat. The modifications we make to our forest management practices for these species include hand planting versus machine planting, and/or adapting the timing of activity based on their cycle of movement.

<i>Federal Status*</i>	<i>Example species in U.S.</i>
Endangered	Altamaha Spiny mussel, Hairy Rattleweed, Pondberry
Threatened	Northern Spotted Owl, Marbled Murrelet, Red Hills Salamander, Indigo Snake, Wood Stork
Candidate for Listing	Eastern Gopher Tortoise
Delisted due to Recovery	Bald Eagle

<i>Status*</i> (Classification per N.Z. Dept. of Conservation)	<i>Example species in N.Z.</i>
Critical	Blue Duck, Hochstetter’s Frog, Archey’s Frog, Dwarf Greenhood, Kākābeak, Thick-Leaved Tree Daisy
Endangered	Short- and Long-Tailed Bat, Deciduous Tree Daisy, Land Snails, Canterbury and Northland Mudfish, Canterbury Pink Broom, Cypress Hebe
Vulnerable	North Island Brown Kiwi, Great Spotted Kiwi, Kaka, New Zealand Falcon, Kōkako, Heart-Leaved Kohuhu
Declining	Giant Kōkopu, Fernbird, Bloodwood, Skinks and Geckos

*Species and listing status are subject to change.



Rayonier has invested more than \$22 million in salmon habitat improvements over the past 20 years. In that time, we've upgraded or removed 750 culverts and bridges, restoring 220 miles of stream habitat. [→](#)

Learn about how Rayonier partners to preserve an extremely rare, native Kākābeak plant in New Zealand. [→](#)



NON-TIMBER PRODUCTS AND ECOSYSTEM SERVICES

We're always looking for innovative ways to do more with our resources and to provide society with a broad array of ecosystem services. To this end, Rayonier's forests are used for a variety of recreational opportunities, non-timber products, and alternative energy sources. Activities such as hiking, mountain biking, hunting, camping, and beekeeping are just some of the recreational opportunities that our forests provide. In 2020, approximately 1.9 million acres of our U.S. land was licensed for recreational use to over 21,000 people.

Non-timber products also complement our core timberland operations, providing alternative sources of revenue while the timber grows. Specifically, we work with companies that obtain gravel, oil, gas, and mineral sands from our land base. Additionally, fill dirt needed to build roads and homes, pine straw used for landscaping, palmetto berries for men's health products, and salal for flower arrangements are other non-timber products that provide ancillary revenue streams.

Beyond recreational opportunities and non-timber products, Rayonier's forests can also be licensed for select renewable energy projects,

including wind and solar. For example, in 2020 we licensed our first-ever wind farm, Wildhorse Mountain Wind Farm, located in Pushmataha County, Oklahoma. Leading up to this, our team worked closely with an alternative energy developer, conducting research to determine the best site, which included evaluating the interconnection point, electrical grid capacity, customer demand, environmental standards, and many other factors. Today, this 100 megawatt wind farm has 29 towers, 16 of which are on Rayonier property, and produces enough energy to power approximately 25,000 homes.

As we evaluate and execute on these opportunities, we work closely with our customers and business partners, as well as local communities, to ensure that environmental safeguards are in place and that we observe best practices with respect to sustainable forestry and environmental stewardship.

Learn more about the first-ever wind farm on Rayonier land. [→](#)

CLIMATE CHANGE, RISKS AND OPPORTUNITIES

Climate Change Risks

Climate change poses significant risks to society at large as well as our forest ecosystems. The potential impact of climate change on our business varies by geography. Rayonier's internal research team continually evaluates climate change at both a global and regional level, including anticipated changes in weather patterns, in an effort to assess the potential long-term impacts on the health and productivity of our forests. In addition, as part of the process for establishing our long-term strategies, Rayonier's Senior Leadership Team and Board consider the potential risks associated with climate change, as well as the actions we can take to mitigate these risks.

Such risks and mitigants include:

Risk:

The introduction of new diseases/pests or the proliferation of known diseases/pests.

Mitigants:

We seek to mitigate this risk primarily through our research and development efforts. Specifically, our tree improvement program seeks to identify, select, and reproduce seedling genotypes that are more resistant to diseases and pests. The geographic diversity and dispersion of our forests also serve to mitigate this risk, as disease/pest outbreaks are often localized in nature. Moreover, our active forest management practices are designed to rapidly identify and remediate known instances of disease/pest outbreaks on our lands. Lastly, we generally seek to limit our forestry investment in areas that are deemed high risk for major diseases or pests.



Risk:

The potential increase in the frequency and severity of catastrophic weather events, drought, and forest fires, which increase the risk of casualty loss in our forests.

Mitigants:

At a company level, this risk is largely mitigated by the geographic diversity of our timberlands and the physical distance between major tracts of land within our portfolio. At a localized level, we take deliberate steps to mitigate fire risks, such as prescribing controlled burns to limit flammable understory and plowing fire lines where needed to limit the potential spread of fires. In areas of higher risk in the U.S. South, we employ our own forest rangers for fire prevention and suppression. We also alter our thinning regimes in certain areas that are more susceptible to major storm events in an effort to reduce the severity of potential wind damage.

Learn more about how Rayonier forest rangers focus on fire prevention. [→](#)

Risk:

Changes in the diversity of plants and trees due to fluctuations in temperature and rainfall patterns, which could impact the long-term growing conditions in our forests.

Mitigants:

Through our research and development program, we actively undertake analyses designed to identify, quantify, and mitigate risks associated with long-term changes to the biodiversity within our forests. Our digital land management system allows us to monitor species habitats, soils, and other parameters in our forests in order to detect changing patterns. This information, along with our participation in external research initiatives, help us design plans to effectively address this risk.

Refer to our Form 10-K for a list of additional climate and weather-related risk factors. [→](#)



Climate Change Opportunities

Working forests continually sequester atmospheric carbon dioxide through photosynthesis, thereby providing a natural climate change solution. As such, current climate change dynamics could translate to unique opportunities for timberlands as we increasingly move toward a low-carbon economy. Such opportunities include:

- Higher levels of CO₂ in the atmosphere and changes in rainfall patterns could translate to increased photosynthesis and increased rates of tree growth in certain areas.
- Increased concerns about the carbon footprint of traditional building materials, such as concrete and steel, could translate to increased usage of lumber and engineered wood products such as mass timber, and correspondingly, increased demand for sawtimber.
- The broader implementation of cap and trade policies, as well as the development of and/or the increased participation in regulated or voluntary emissions trading schemes, could translate to incremental value and ancillary revenue opportunities with respect to the carbon sequestration capabilities of working forests.



SOCIAL

Overview

Rayonier has implemented a comprehensive strategy with a commitment to hiring and developing the industry's best talent while maintaining an inclusive and equitable work environment. Rayonier's culture is centered on empowering individuals to behave like owners, working effectively as a team across functional and regional boundaries, prioritizing safety as a way of life, and listening to and respecting diverse points of view.


We view our culture as an asset and are intentional about how we build and nurture it. To us, it is not only something fostered by our Senior Leadership Team, but something that is embedded in our employee behavior, driving us toward continual improvement. This same mindset carries over into our approach to community involvement, where our deep engagement in the areas where we live and work reinforces our mission to be a beneficial partner to the communities in which we operate.

EMPLOYEE ATTRACTION AND RETENTION

Rayonier strives to be the preferred employer in the forestry sector. We recognize that without a strong and enduring workforce, operating within an inclusive and supportive culture, our company cannot sustain its success.

We further recognize that having the right mix of capabilities now, as well as building a strong and diverse pipeline of talent for the future, is vital to our continued success. To this end, we have initiated a variety of outreach and educational programs designed to raise awareness about our company as well as the broader forestry sector among students of all ages. We also support and provide funding for various programs at both undergraduate and graduate schools to broaden exposure to the forestry sector and enhance our recruiting efforts.

For example, beginning in 2019 we established funding for two forestry scholarships through Alabama A&M University, a historically black university, and the University of Florida, which centered on fostering greater inclusion and diversity. We view this program as an important component of our broader efforts to promote diversity in the forestry sector.

[Learn about Acacia Farmery and her passion for educating New Zealand students about forestry.](#) 



Our educational initiatives, which also serve as a resource for recruiting talented and diverse candidates to Rayonier, include:

- *funding forestry awareness programs such as The Florida Forestry Teachers' Tour and Project Learning Tree, an environmental education program,*
- *participation in youth educational programs throughout our communities, and*
- *supporting and funding forestry undergraduate and graduate students/programs.*

2020 New Hire Summary (Total New Hires: 34)

	Age Group			Gender		Ethnicity (U.S. only) ²¹			
	Under 30	30 to 50	Over 50	Female	Male	Asian	Black or African American	Hispanic or Latino	White
U.S.	9	9	2	9	11	1	2	1	16
N.Z.	7	6	1	7	7				
Grand Total	16	15	3	16	18				

At Rayonier, we are committed to creating an engaging and rewarding employee experience. We know that the workplace includes individuals with their own distinct characteristics, influences, communication preferences, and work styles. We also know that effectively understanding these characteristics is key to creating a desirable and rewarding place to work, in which every employee feels valued. To assess our overall employee engagement and to better understand our employees' perspectives, every two years we conduct a company-wide employee survey with the assistance of a third-party provider, so employees throughout the company can provide anonymous feedback to our Senior Leadership Team. Survey results are reviewed within every department and with our Board to help set non-financial goals for improvement.

In our 2019 employee survey, we were proud to have exceeded the survey provider's global benchmark norms in every category, including our top-tier participation rate of 98%²². Key strengths identified in our 2019 employee survey included safety, culture, purpose/vision, and wellness.

We saw improvements in areas of focus from our 2017 survey, including:

17% increase in learning and development

13% increase in knowledge sharing across departments

While we were pleased with the strength of our overall scores, our employees identified a number of key areas where we can continue to improve, including cross-departmental collaboration, career advancement opportunities, and employee recognition.

We have implemented various changes in response to this feedback. For example, we have increased the frequency of town hall meetings with the Senior Leadership Team. These meetings touch on topics that help employees understand more about Rayonier, the rationale behind key decisions and business strategies, and how they can contribute to our success. We have also worked to increase employee collaboration through cross-functional team projects involving different departments and regional offices throughout the company.

Additionally, we implemented two notable new development programs in early 2021, one for entry-level foresters and one for all employees. For entry-level foresters, we now offer the opportunity to rotate among different roles to expand exposure and knowledge across different parts of the company. Similarly, under our job enrichment/enlargement program, all employees are given an opportunity to job-shadow or cross-train with other roles within the organization. Both of these programs provide an immersive experience—employees have an opportunity to explore interests, while also developing additional skills. We believe these programs will serve to enhance our talent pipeline over the long term.

In summary, while we are proud of our overall level of employee engagement, we also remain focused on continuous improvement. As our industry and the competition for talent continue to evolve, we are constantly looking for new ways to increase employee engagement, development, and retention.

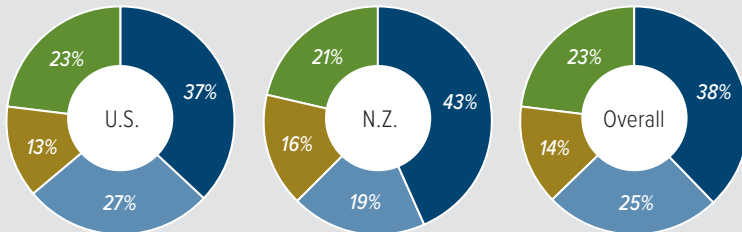
2019 Engagement Survey Participation ²²		
in U.S.	in N.Z.	Overall
97%	100%	98%

To illustrate the strength of our internal efforts to attract and retain talent, the charts below summarize our employee tenure and turnover rates. At year-end 2020, our average combined employee tenure was 9.6 years and our voluntary turnover rate was 3.7%.

413 Total number of employees in U.S. and N.Z.²

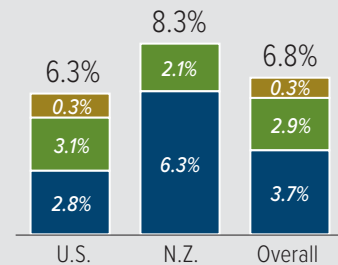
Tenure²³

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



Turnover²³

■ Voluntary ■ Involuntary ■ Retirements



EMPLOYEE DEVELOPMENT

Recognizing that our people are the foundation of our success, Rayonier strives to foster an environment that embraces and promotes employee growth and development. We strive to unleash the full potential of our employees by ensuring that they have the necessary skills and capabilities to achieve their professional goals, while also preparing our next generation of leaders.

To achieve these objectives, we provide career development planning tools and resources focused on individual development and management continuity. Employees work with their managers to identify additional experiences and training necessary to build on the technical, behavioral, and leadership competencies that are essential for their

long-term success. We also offer training programs designed to enhance individual and team effectiveness, including *Unconscious Bias*, *Emotional Intelligence*, *Conflict Management*, and *DiSC™*. The *DiSC™* program raises self-awareness and understanding of how one's behaviors and preferences differ from that of others. This program helps to build a better understanding and acceptance of others, improves communication and teamwork, and increases appreciation of the value that each individual brings to the organization.

Overall, we offer a comprehensive and customized approach to training and development, which includes micro and on-demand learning, classroom programs, coaching and mentoring, cross-functional assignments,



Employee Development Training for 2020

TOTAL DEVELOPMENT
TRAINING HOURS

2,446

AVERAGE HOURS OF
TRAINING PER EMPLOYEE

6

EMPLOYEE PARTICIPATION
IN DE&I TRAINING

95%

and opportunities to participate in external programs and job-related groups. We work with the unique needs of individual employees to develop new programs as needed, with our Senior Manager, Employee Experience and Development, serving as a dedicated career advisor to employees. We also provide a tuition reimbursement program, which reimburses 80% of the costs of approved degree programs.

Rayonier further provides robust training programs and development opportunities designed to enhance leadership effectiveness. These programs include classes on supervisory skills, situational leadership, performance management, coaching essentials, leading with a strategic purpose, team leadership, and sales and marketing. In addition, we

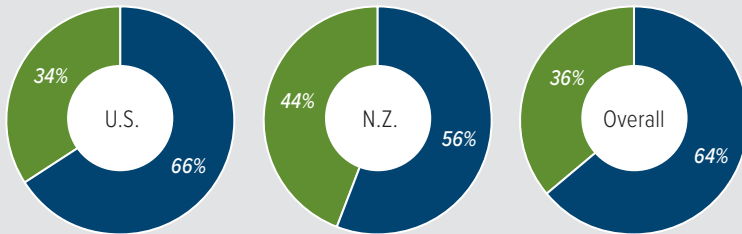
offer executive coaching and 360-degree feedback programs on an as-needed basis.

Our development programs are an integral part of our succession planning. Our succession planning involves identifying key leadership positions and successor candidates throughout the organization and providing development activities to ensure we have a pipeline of talented professionals prepared for these roles in the future. We report on our succession planning and development progress to our Board at least annually.



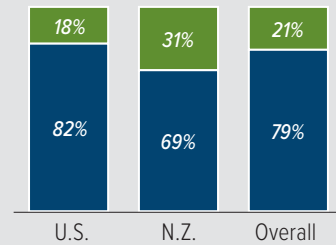
Employee Gender

■ Male ■ Female



Leaders by Gender²⁴

■ Male ■ Female



DIVERSITY, EQUITY, AND INCLUSION

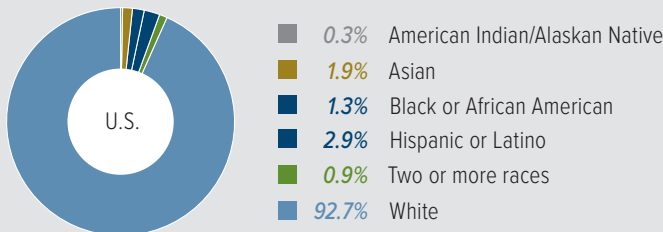
Rayonier embraces DE&I because it leads to a more enriching work experience for everyone, a higher functioning team, and a greater impact on the communities in which we operate.

At Rayonier, we embrace and encourage individuality, where employees with different backgrounds, experiences, demographics, and behavioral styles feel included and comfortable sharing their perspectives and ideas. We believe that bringing diverse perspectives together leads to better decision-making and that the confluence of diverse experiences stimulates innovation.

Gender and ethnic diversity have historically been a challenge for the forestry sector, which has motivated us to proactively engage in ways that we hope can have an impact on increasing diversity within the industry over time. Our initiatives to promote greater diversity in the forestry sector include: providing scholarships and awards, increasing



Employee by Ethnicity



Note: Ethnicity data includes only employees located in the U.S. Under New Zealand employment and privacy laws, employees are not required to provide this information.

Rayonier is committed to promoting an inclusive, equitable, and diverse workforce, as we believe this plays an integral role in maintaining an engaging and enriching employee experience.

community engagement, and sponsoring jobs fairs and other educational opportunities for diverse populations that we want to attract and retain.

We believe that diversity goes hand-in-hand with an inclusive workforce culture—one that ensures employees feel valued and heard, are comfortable sharing their perspectives and ideas, can be themselves at work, and feel that they belong. We are committed to strengthening and promoting an inclusive culture where every employee can contribute to their fullest potential and feels part of the team. We are also committed to creating an equitable work environment and leveling the playing field by ensuring every employee has tailored training, tools, opportunities, and psychological safety to thrive.

Implementation and oversight of our DE&I initiatives are led by our Senior Leadership Team, along with our Board. In 2020, we formed a DE&I task force to help guide policy objectives and promote DE&I initiatives within the company. This task force consists of a diverse group of Rayonier employees and senior leaders, including our Chief Financial Officer, Senior Vice President, Forest Resources and Vice President, Human Resources and Information Technology. With input from all employees and the support of an external DE&I consultant, this team is identifying opportunities to further enhance inclusion and equity at the company, consulting with our Senior Leadership Team and Board on key DE&I policy objectives, and developing initiatives to help increase diversity within Rayonier and the broader forestry sector.

SAFETY

We employ a systematic, four-pronged approach to developing and assimilating our safety principles:



Safety is a way of life at Rayonier and a cornerstone of our culture. It is embedded within every action we take and guided by a fundamental respect for people. Our Board and Senior Leadership Team continually reinforce the importance of maintaining a strong safety culture. Our guiding principle is that all of our employees and contractors should return home safely each day. We believe that nearly all accidents are preventable, and we encourage our employees and contractors to challenge unsafe behavior with a zero-tolerance mindset. To this end, we believe our employees should feel comfortable raising any safety-related concerns, and we do not tolerate retaliation against teammates or contractors who report suspected violations.

Our Four-Pronged Approach to Safety:

Set Goals: we utilize a top-down and bottom-up goal setting approach, with strategic goals at the Senior Leadership Team level cascading down and tactical goals at the employee level aligning upwards.

Get Training: we offer a variety of mandatory and optional safety courses each year in areas such as: defensive driving, proper chainsaw use, ATV safety, CPR certifications and first aid, emergency evacuation, slips, trips and falls, overhead hazards, fire prevention, internal reporting of safety incidents, general forestry requirements, and various other safety topics.

Prevent Accidents: we utilize the “process safety triangle” to illustrate how small unsafe acts can lead to major incidents. The process safety triangle is used to visualize the different layers of protection against safety incidents and help redesign systems to ensure more effective preventative practices. The lower levels—unsafe acts and

near misses—are categorized as leading indicators, while the upper levels—injuries and fatalities—are categorized as lagging indicators. To prevent major incidents, our focus is on proactively addressing the lower levels of the triangle with initiatives such as:

- instilling a reporting and communication culture,
- tracking leading indicators (such as “near misses”),
- conducting job hazard analyses,
- providing JSI (Job Safety Instructions),
- outlining hazards, and
- supplying adequate personal protective equipment (PPE).

For our employees, driving is generally deemed to be the most hazardous activity associated with our business, whereas for our contractor workforce, activities associated with tree felling, extraction of logs, and log transportation are the most critical risk areas. We utilize a three-step process if unsafe acts are observed or safety rules are breached. We first provide a verbal warning, followed by a written warning, and then escalate the course of action depending on the severity of the offense.

Communicate: we conduct meetings throughout our organization aimed at addressing key safety issues. This program continuously emphasizes the importance of reporting every injury, hazard, and/or near-miss so we can take appropriate corrective actions to prevent recurrences.

Employee Safety Training Participation²⁵

in U.S.	in N.Z.	Overall
100%	100%	100%



We view contractors as an essential part of our Rayonier family.

Our safety management programs are designed to facilitate a collaborative approach that focuses on both employee and contractor safety, as contractors perform various critical functions for Rayonier, such as the planting of trees and the harvesting and hauling of logs.

In New Zealand, workplace safety is regulated by the Health and Safety at Work Act 2015, and our comprehensive safety management program includes both employees and contractors pursuant to local laws. We are proud to have 100% of our eligible New Zealand contractors Safetree™ certified by the New Zealand Forest Industry Safety Council (FISC)—the first among our peers to require this certification as well as achieve this milestone.

While similar regulations incorporating contractor safety do not exist in the U.S., we have taken proactive steps to promote safe work practices among our contractors. Specifically, we have initiated a program with our U.S. contractors to facilitate better communication and education regarding safe work practices. Initially, the program focused on building trust and strengthening relationships with contractors to establish an open dialogue about safety issues. We have continued to build on the program over time, and it now includes safety alerts, tailgate meetings on safety topics, education on best management practices, SafeStart® meetings, and our contractor safety near miss/incident reporting program.

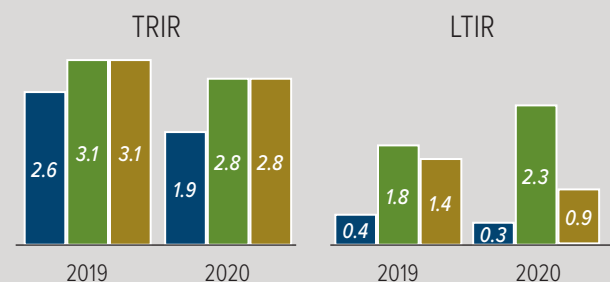
In 2020, our U.S. contractors helped publish 12 safety alerts—informative, targeted documents followed by discussions focused on a specific topic,

often related to an area of high risk—and completed 1,462 training courses on safe trucking. As our contractor safety program has evolved, employees are increasingly interacting directly with contractors to discuss safety issues and best practices. While we have been pleased with the response to this program to date, we continue to look for additional opportunities to collaborate with our contractors on safe work practices. Overall, we believe that these initiatives will contribute to a safer workplace for everyone—both Rayonier employees and the contractor workforce that supports our business.

In order to evaluate our safety performance, we track key safety metrics and benchmark our performance versus industry averages. We also track predictive metrics such as near misses (or near hits in New Zealand). The charts below summarize our Total Recordable Incident Rates (TRIR) and Lost Time Incident Rates (LTIR) in the U.S. and New Zealand over the last two years. Data covers employees in the U.S. and employees and contractors in New Zealand.

Safety Incident Rates²⁶

■ U.S. ■ N.Z. ■ Overall



EMPLOYEE WELLNESS

Stay Strong

Our employee wellness program, *Stay Strong*, is designed to promote the overall health and well-being of our employees by providing education, resources, and a financial investment in our employees' wellness. *Stay Strong* employs a comprehensive strategy centered on four key areas:

Health and Well-Being

Financial Wellness

Work-Life Balance

Emotional Health

Examples of ways we support our employees' and their families' wellness include:

+ Comprehensive benefits package, flexible work arrangements, and generous paid time off.

+ Financial wellness program with access to one-on-one financial counseling and retirement planning.

+ Free annual on-site health screening and counseling for employees and their spouses/domestic partners.

+ Free on-site gym facilities.

+ Up to \$500 annual wellness reimbursement (e.g., gym membership, nutritional counseling, etc.) for each employee.

+ Training programs designed to help maintain healthy working relationships and reduce conflict.

+ Monthly wellness workshops and resources, including Weight Watchers and smoking cessation programs.

Consistent with our desire to ensure each employee goes home safely every day, we also want to support our employees in living a fulfilling and healthy life.



COMMUNITIES

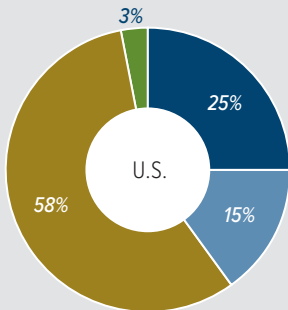


Rayonier is committed to contributing to and having a positive impact on the communities in which we operate. Our support goes beyond simply donating money to a good cause—it is also about donating our time, educating the public, and creating opportunities for people in the communities that border our forestlands, which are often in rural areas. Our approach to helping our communities varies by region depending on the local needs identified by our employees residing in those communities. We believe this “bottom-up” approach to identifying and contributing to local needs empowers our employees to make a difference and engenders pride in Rayonier’s ability to support their efforts.

Each of our regions—U.S. South, U.S. Pacific Northwest, and New Zealand—coordinates our local volunteer efforts and philanthropic investments, supporting initiatives across four common areas:

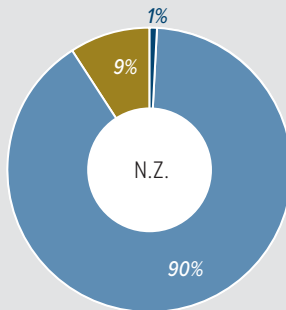
- **Conservation/Environment:** *Our employees participate in efforts to help preserve and protect the environment. For example, we engage in local river and roadside clean-up projects.*
- **Education:** *We strive to support local education initiatives, as well as educate young people about the benefits associated with sustainable forestry. These efforts not only support our local communities, but also help build a talent pipeline for future generations.*
- **Community/Civic Support:** *We believe that communities become stronger when their members, including our employees, contribute their time and energy to help support those in need. To this end, our employees participate in programs that help address food insecurity, school supply needs, and other worthy causes that improve the lives of those in our communities.*
- **Health/Hospitals:** *Rayonier and our employees contribute to various organizations that help promote the well-being of vulnerable populations and those suffering from medical setbacks within our communities.*

In 2020, our company giving was in the following areas:^{23, 27}



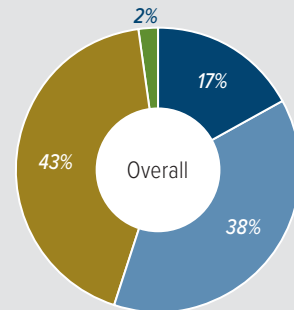
- 25% Conservation/Environment
- 15% Education
- 58% Community/Civic
- 3% Health/Hospitals

Total: \$431,359



- 1% Conservation/Environment
- 90% Education
- 9% Community/Civic

Total: \$192,470



- 17% Conservation/Environment
- 38% Education
- 43% Community/Civic
- 2% Health/Hospitals

Total: \$623,829

In addition to corporate giving, Rayonier employees also donate their time and expertise to various community initiatives. A number of our employees proudly serve on boards that help support education, health, and environmental initiatives within the communities that we call home.

Learn about how Rayonier Angel Tree brings joy to children in Family Support Services of North Florida, Inc. [→](#)



Employee Volunteer Hours²⁸

2,821

In the U.S. and N.Z.



INDIGENOUS PEOPLES

Rayonier has developed policies and practices to recognize and respect the rights of Indigenous Peoples. We maintain an ongoing dialogue with Indigenous Peoples in Washington, Oregon, and New Zealand, and also have programs in place to respond to any inbound inquiries.

In the U.S. Pacific Northwest, local tribes can provide input on Forest Practice Act permits and notifications, particularly concerning the determination of fish streams and the establishment of fish passage. We take pride in our relationships with a number of U.S. Pacific Northwest tribes, are respectful of protecting their cultural rights, and look for opportunities to continue to strengthen these relationships and foster improved communication.

In New Zealand, we operate on lands that have cultural, ecological, and economic importance to Māori. In order to ensure the ongoing protection and enhancement of these lands, special care is taken in the development of forest management plans in coordination with iwi, Pouhere Taonga (Heritage NZ), the Department of Conservation (New Zealand), and local councils and communities.

Learn about how the Quilleute tribe in the U.S. Pacific Northwest uses forests for ancient traditions. [→](#)





GOVERNANCE

Overview

Our Board is responsible for overseeing the Senior Leadership Team and for advising and counseling management on major decisions, including establishment of the company's strategic direction and financial goals. The Board has adopted and operates within the framework of our Corporate Governance Principles, which are designed to assist in the exercise of their duties and responsibilities.

As it relates specifically to ESG matters, our commitments to protect the environment, nurture our employees, and support our communities have always been deeply embedded in our business and governance structure. In 2019, our Board recognized the need to make this long-standing commitment formal by allocating specific focus on ESG matters to the Governance Committee, which are then referred to the full Board as appropriate.


GOVERNANCE HIGHLIGHTS

Rayonier is committed to corporate governance policies and practices that serve the best interests of our shareholders. As such, over the years, we have revised our policies and practices to better align with

these interests, as well as to ensure that all applicable laws, regulations, and the New York Stock Exchange criteria are met.

Our corporate governance practices and policies include the following, among other things:

+ Annual election of directors	+ Policy prohibiting hedging or pledging of our shares by executives and directors
+ Majority voting of all directors	+ Comprehensive Code of Conduct and Corporate Governance Guidelines
+ Annual review of Board skills, characteristics, and experience	+ Board participation in executive succession planning
+ Diversity reflected in Board composition	+ Regular executive sessions of Board and Board Committees
+ 8 of our 9 directors are independent	+ Compensation “clawback” policy
+ Separation of Board Chairman and CEO	+ Majority of Board compensation consists of stock
+ Annual Board member independence evaluations	+ Directors have stock ownership requirements

Additional information related to our corporate governance practices can be found in our 2021 Proxy Statement. 

Rayonier currently has nine Board members. Our Board members are nominated based on their skills, experiences, and backgrounds.

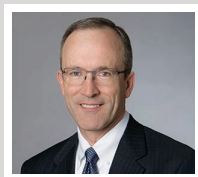
In identifying or evaluating potential nominees, it is the policy of our Governance Committee to seek individuals who have the knowledge,

experience, diversity, and personal and professional integrity to be most effective in serving the long-term interests of our shareholders.

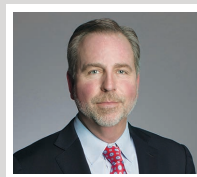
Board Members



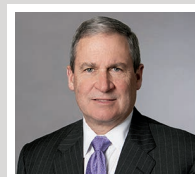
Dod A. Fraser [A, N]
Chairman of the Board
President,
Sackett Partners



David L. Nunes
President and
Chief Executive Officer,
Rayonier Inc.



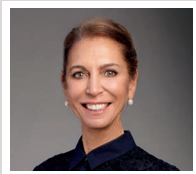
Keith E. Bass [A, C]
CEO, Mattamy Homes US;
Managing Partner,
Mill Creek Capital LLC



Scott R. Jones [C]
Retired, President,
Forest Capital Partners



V. Larkin Martin [C, N]
Managing Partner,
Martin Farm;
Vice President,
The Albemarle Corporation



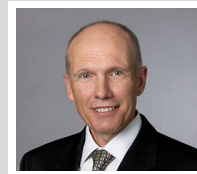
Meridee A. Moore [C, N]
Senior Managing
Member and Chief
Investment Officer,
Watershed Asset
Management, LLC



Ann C. Nelson [A, N]
Retired, Lead Audit
Partner, KPMG LLP



Matthew J. Rivers [A, N]
Part-time Director
Alternative Fuel
Origination, Drax Group



Andrew G. Wiltshire [A, N]
Founding Partner,
Folium Capital LLC;
Management and
Governance of private
orchard and farming companies

BOARD COMMITTEES: [A] Audit [C] Compensation and Management Development [N] Nominating and Corporate Governance

To ensure diversity, breadth of experience, and expertise among our Board, the Governance Committee utilizes a skills-matrix to evaluate attributes of each Board nominee compared to those of the existing Board members. The table below summarizes a range of skills and experiences represented by our Board, and which we find to be relevant to our business.

Skills-matrix

Current or Former Outside Public Company CEO	2 Members	
Outside Public Company Board	5 Members	
Audit Committee Financial Expert	2 Members	
REIT	3 Members	
Timber / Forestry Industry	5 Members	
Land Management / Agriculture	3 Members	
Land Management / Real Estate	5 Members	
Government / Regulatory / Political / Environmental	1 Member	
International	2 Members	
Customer Supply Chain	3 Members	

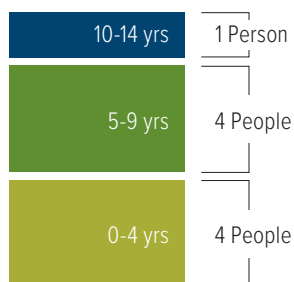
We believe the members of our Board have the proper mix of relevant experience and expertise given Rayonier’s businesses and REIT structure, together with a level of demonstrated integrity, judgment,

leadership, and collegiality to effectively advise and oversee management in executing the company’s strategy.

The charts below highlight the tenure, age, and diversity among our Board.

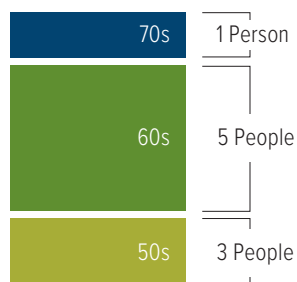
Director Tenure

Average Director Tenure: 5 yrs



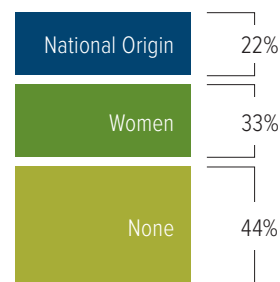
Age Distribution

Average Director Age: 62



Director Diversity

Diverse: 55%



OVERSIGHT

Board Oversight

Oversight is the responsibility of the full Board, with management having day-to-day responsibility for the operations of the company. The Board fulfills its oversight function both directly and indirectly through the delegation of its standing committees—Audit Committee, Compensation and Management Development Committee, and Governance Committee. In addition, we maintain an Enterprise Risk Management (ERM) program, led by senior executives and overseen by our Audit Committee, through which we continually identify, evaluate, and consider risks and corresponding mitigation strategies, including ESG risks. Through this program, we work to minimize our exposure to potential risks and help ensure the sustained success of our company.

ESG Oversight

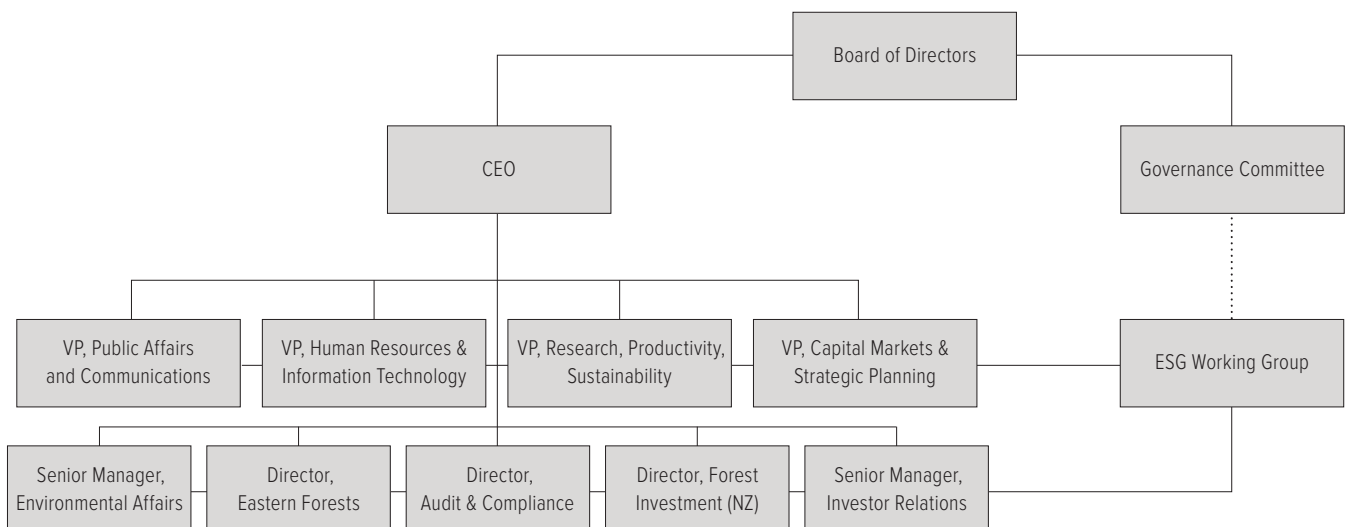
Our Governance Committee, through Board delegation, has oversight responsibility for the company’s policies, programs, and strategies

related to ESG matters. We also have an internal ESG Working Group comprised of subject matter experts. Our subject matter experts are responsible for developing and executing the ESG-related strategic plan and generating metrics based on their deep understanding of the specific subjects and the company.

In 2020, members of the ESG Working Group met with the Governance Committee five times, once during each of the four regular Governance Committee meetings, as well as during a special meeting in which the Committee reviewed and approved our Carbon Report.

Additionally, throughout the year, the Governance Committee continued its focus on reviewing the company’s ESG-related disclosures as well as overseeing the formulation of our ESG strategies and goals. Furthermore, as part of our continued commitment to increase transparency, the Governance Committee oversaw and reviewed our first-ever published [Environmental](#) and [Social](#) Reports.

ESG Oversight Structure



We are committed to ongoing improvements in our ESG efforts, specifically to increase transparency on ESG matters that we believe are most relevant to our business and that create long-term value for our shareholders and other key stakeholders.

2021 / 2022 ESG AREAS OF FOCUS

ENVIRONMENTAL

- Emissions reduction targets—including consideration of the Science Based Targets initiative (SBTi)
- Climate change scenario analysis
- Biodiversity measurement and goals

SOCIAL

- Safety targets and Voluntary Protection Programs (VPP) certification
- Contractor safety
- DE&I task force initiatives

GOVERNANCE

- Materiality assessment
- Comprehensive non-financial targets
- Engagement on ESG reporting standards

CODE OF CORPORATE CONDUCT

Rayonier is committed to conducting operations with the highest ethical standards and complying fully and in good faith with the laws, regulations, and policies of the countries in which we do business. Our Standard of Ethics and Code of Corporate Conduct (Code of Conduct), along with our internal business practice policies, support our values and provide guidance for making ethical business decisions. Our Code of Conduct applies to all directors, officers, employees, and sales agents. This code provides specific guidance and outlines how we can and must uphold the highest ethical standards and comply fully with the laws in the countries in which we do business.

We strive to establish relationships with suppliers who also maintain a commitment to high ethical standards, and we have developed a Supplier Code of Conduct (Supplier Code) that guides these relationships. We expect all of our suppliers, and all of their employees, agents, and subcontractors, to follow the standards set forth in this Supplier Code while conducting business with Rayonier or on Rayonier's behalf. Among other things, we expect our suppliers to comply with the laws of the countries in which it and its affiliates conduct business, comply with

applicable health and safety regulations, and comply with all relevant labor laws. Rayonier also expects its suppliers to prohibit all types of bribery, corruption, and improper payments. Suppliers are directed to comply with the Foreign Corrupt Practices Act (FCPA) and other anti-bribery laws in the jurisdictions in which they operate.

Managerial responsibility for our compliance, anti-corruption, and business ethics programs resides with the company's Director, Audit and Compliance, who is the Chief Compliance Officer, in consultation with our General Counsel. The Board provides additional and regular oversight through the Audit Committee. Annually, we undertake a compliance and ethics risk assessment to identify key risks, as well as a compliance performance assessment to evaluate the success of our compliance program, which is reviewed by our Board.

Our compliance program encourages and facilitates the reporting of ethical concerns or potential violations of the law or of Rayonier's policies. To help ensure compliance, we maintain a whistleblower program. Rayonier provides many channels for employee reporting and communication, including through supervisors, Human Resources, the Law Department, Internal Audit, or to the Ombudsman through an independent external reporting hotline, which offers anonymous 24/7 reporting



of information regarding any ethical concerns. Any complaint submitted through the external reporting hotline involving a Rayonier Senior Leadership Team member is routed directly to our Vice President, Human Resources and Information Technology and Audit Committee Chair. If the Vice President, Human Resources and Information Technology is reported on, then the complaint is routed directly to the Audit Committee Chair. Rayonier also has a policy against retaliation for anyone reporting a concern. All reported incidents are logged and tracked via a web-based system, as well as reported to our Board, and investigated until resolved.

ETHICS AND COMPLIANCE TRAINING

Rayonier provides ethics and compliance training to all employees. Training is tailored to each employee's role and geographic location, and is available online through our training system, Rayonier University, or in some cases is presented live.

All employees, as well as members of our Board, are trained on our ethics program when they join the company, receive regular training

on our Code of Conduct periodically thereafter, and must certify annual compliance with our Code of Conduct. All employees must complete an annual Conflict of Interest Disclosure. Our sales agents must also certify annually that they have reviewed the Code of Conduct, as well as complete a Conflict of Interest Disclosure.

Our FCPA policy sets forth our policies and procedures for compliance with anti-corruption laws. We maintain clear operating guidelines to ensure proper record keeping and compliance, including maintaining a list of state-owned enterprises (SOEs), as well as documenting customer due diligence, contract review, and approval procedures. All employees receive training on anti-bribery and corruption at least every three years, with risk-exposed employees, such as those in sales, finance, and other customer-facing roles, receiving training annually. All employees and sales agents must certify annually that they comply with our FCPA policy.

Employees also receive periodic training on other compliance topics, including: competition law, REIT regulations, diversity, data security, and the Migrant and Seasonal Workers Protection Act.



APPENDIX

DATA TABLES

Unless otherwise noted, all metrics are determined on a fiscal year basis and are unaudited.

Environmental Metrics	2019				2020			
	U.S. South	U.S. PNW	N.Z.	Overall	U.S. South	U.S. PNW	N.Z.	Overall
Acres Owned, Leased and/or Managed (000s) ^{1,2}	1,835	379	414	2,628	1,733	507	417	2,657
Sustainable Yield (MM tons) ³	6.1–6.5	1.4	2.4–2.7	9.9–10.6	5.9–6.3	1.8–1.9	2.4–2.7	10.1–10.9
Seedlings Planted	25,620,782	3,423,817	3,737,488	32,782,087	31,642,850	3,288,141	3,658,806	38,589,797
Harvested Volume (MM tons) ⁴	6.1	1.2	2.7	10.0	6.2	1.6	2.5	10.3
Acres Certified to Third-Party Certification Standard (%) ^{1,5}	SFI 94%		FSC and PEFC 94%	94%	SFI 96%		FSC and PEFC 94%	96%
Merchantable Timber (MM tons) ⁶	67.7	7.1	16.4	91.2	64.3	11.1	16.3	91.6
Carbon Sequestered by Rayonier Forests (MtCO ₂ -e) ^{7,8,9,10,11}	11,459,917		3,445,999	14,905,916	11,803,517		2,724,501	14,528,018
Greenhouse Gas Emissions (GMGs) (MtCO ₂ -e) ¹²								
Direct Emissions (Scope 1) (MtCO ₂ -e)	303		419	722	136		421	557
Indirect Emissions (Scope 2) (MtCO ₂ -e)	763		42	805	585		43	628
Indirect Emissions (Scope 3) (MtCO ₂ -e)	221,274		121,036	342,310	261,019		118,030	379,049
Acres With Protective Conservation Status (%) ¹	10%	18%	8%	11%	10%	21%	8%	12%
Acres of Potential Endangered Species Habitat (%) ^{1,20}	40%		78%	51%	32%		77%	52%
Acres Leased for Recreation Purpose (%) ¹	82%	92%	–	84%	96%	92%	–	95%

Unless otherwise noted, all metrics are determined on a fiscal year basis and are unaudited.

Social Metrics	2019			2020		
	U.S.	N.Z.	Overall	U.S.	N.Z.	Overall
Number of Employees ²	260	93	353	314	99	413
Employee by Ethnicity (%) ²¹						
American Indian or Alaskan Native	0.4%	–	–	0.3%	–	–
Asian	1.5%	–	–	1.9%	–	–
Black or African-American	1.5%	–	–	1.3%	–	–
Hispanic or Latino	2.3%	–	–	2.9%	–	–
Two or More Races	1.2%	–	–	0.9%	–	–
White	93.1%	–	–	92.7%	–	–
Engagement Survey Participation (%) ²²	97%	100%	98%	–	–	–
Employee Tenure by Years (%) ²³						
0–4	40%	42%	41%	37%	43%	38%
5–9	24%	22%	24%	27%	19%	25%
10–14	12%	19%	14%	13%	16%	14%
15+	23%	17%	22%	23%	21%	23%
Employee Turnover Rate (%) ²³						
Voluntary Turnover Rate	5.0%	6.5%	5.4%	2.8%	6.3%	3.7%
Involuntary Turnover Rate	1.2%	–	0.9%	3.1%	2.1%	2.9%
Retirements	1.5%	–	1.1%	0.3%	–	0.3%
Turnover Rate	7.7%	6.5%	7.4%	6.3%	8.3%	6.8%

Unless otherwise noted, all metrics are determined on a fiscal year basis and are unaudited.

Social Metrics	2019			2020		
	U.S.	N.Z.	Overall	U.S.	N.Z.	Overall
Employee Development Training						
Total Development Training (hours)	3,423	950	4,373	2,246	200	2,446
Avg. Development Training per Employee (hours)	17	16	16	7	2	6
Participation in DE&I Training (%)	–	–	–	94%	97%	95%
Employee by Gender Diversity (%)						
Male	67%	58%	65%	66%	56%	64%
Female	33%	42%	35%	34%	44%	36%
Leaders by Gender (%) ²⁴						
Male	84%	72%	81%	82%	69%	79%
Female	16%	28%	19%	18%	31%	21%
Employee Safety Training Participation (%) ²⁵	99%	100%	99.5%	100%	100%	100%
Safety Incident Rate (%) ²⁶						
Total Recordable Incident Rate (TRIR)	2.6	3.1	3.1	1.9	2.8	2.8
Lost Time Incident Rate (LTIR)	0.4	1.8	1.4	0.3	2.3	0.9
Near Miss/Hits Frequency Rate	329	1,270	–	376	1,100	–
Community Contribution (%) ^{23,27}						
Conservation/Environment	30%	21%	28%	25%	1%	17%
Education	23%	30%	24%	15%	90%	38%
Community/Civic	42%	49%	44%	58%	9%	43%
Health/Hospitals	5%	–	4%	3%	–	2%
Overall Community Contribution (\$)	\$388,000	\$33,000	\$421,000	\$431,359	\$192,470	\$623,829
Employee Volunteer Hours ²⁸	2,130	–	2,130	2,178	643	2,821

Board of Director metrics are determined based on director nominee election year. All other metrics are determined on a fiscal year basis.

Governance Metrics	2019			2020		
	U.S.	N.Z.	Overall	U.S.	N.Z.	Overall
Number of Board of Directors			8			9
Director Tenure by Years						
0–4			2			4
5–9			5			4
10–14			1			1
15+			–			–
Average Director Tenure by Years			6			5
Director Age Distribution						
50s			4			3
60s			4			5
70s			–			1
Average Director Age			60			62
Director by Gender Diversity (%)						
Male			62%			67%
Female			38%			33%
Director by Ethnicity (%)						
National Origin			1			2
	U.S.	N.Z.	Overall	U.S.	N.Z.	Overall
Code of Conduct Certification (%)	100%	100%	100%	99.6%	100%	99.8%
Conflict of Interest Disclosure (%)	100%	100%	100%	100%	100%	100%

SASB DISCLOSURE TABLE

Topic	SASB Metric	Code	Rayonier 2020 Response	Report Reference
SASB Forestry Management Standard				
Ecosystem Services & Impacts	Area of forestland certified to a third-party forest management standard, percentage certified to each standard	RR-FM-160a.1	2.5MM acres certified (96% of total) SFI: 2.15MM acres (96% of U.S. timberlands) FSC: 389,998 acres (94% of N.Z. timberlands) PEFC: 389,998 acres (94% of N.Z. timberlands)	Page 13
	Area of forestland with protected conservation status	RR-FM-160a.2	309,000 acres (12%)	Page 48
	Areas of forestland in endangered species habitat	RR-FM-160a.3	1.4MM potential acres (52%)	Page 48
	Description of approach to optimizing opportunities from ecosystem services provided by forestlands		<p><i>We take careful measures to ensure the long-term sustainability of our forest ecosystems, as well as the wildlife, soils, and water within them, and we consistently aim to maximize the value of our land through site-specific silviculture. While our trees are growing, we also seek to offer a broad array of non-timber products and ecosystem services, including licensing our properties for recreation, minerals, and/or renewable energy projects. As we engage in these opportunities, we work closely with our customers, as well as local communities, to ensure that we observe best practices with respect to sustainable forestry and environmental stewardship.</i></p> <p><i>Through our third-party certification processes, we maintain a formal biodiversity monitoring program. We further maintain various programs and policies designed to minimize disturbances associated with our forestry activities, promote indigenous species, protect T&E species, safeguard ecologically sensitive areas, ensure prompt reforestation, and incorporate biodiversity considerations into our portfolio management activities. We also engage with state and federal agencies, as well as local stakeholders, including adjacent landowners and tribal authorities, to identify and protect ecologically sensitive areas.</i></p>	Pages 11-23
Rights of Indigenous Peoples	Area of forestland in Indigenous land	RR-FM-210a.1	—	—
	Description of engagement processes and due diligence practices with respect to human rights, Indigenous rights, and the local community	RR-FM-210a.2	<p><i>We maintain an ongoing and constructive dialogue with Indigenous Peoples in Washington, Oregon, and New Zealand. For example, in New Zealand, we operate on lands that have cultural, ecological, and economic importance to Māori. In order to ensure the ongoing protection and enhancement of these lands, special care is taken in the development of forest management plans in coordination with iwi, Pouhere Taonga (Heritage NZ), the Department of Conservation, and local councils and communities.</i></p>	Pages 35-37
Climate Change Adaptation	Description of strategy to manage opportunities for, and risks to, forest management and timber production presented by climate change	RR-FM-450a.1	<p><i>Working forests continually sequester atmospheric carbon dioxide through photosynthesis, thereby providing a natural climate change solution. As such, current climate change dynamics could translate to unique opportunities for timberlands as we increasingly move toward a low-carbon economy. Rayonier's management and Board of Directors are actively engaged in evaluating opportunities for working forests to play an increased role in mitigating climate change.</i></p> <p><i>Climate change also poses meaningful risks to our forest ecosystems. Rayonier's internal research team continually evaluates climate change at both a global and regional level, including anticipated changes in weather patterns, in an effort to assess the potential long-term impacts on the health and productivity of our forests. Rayonier's management and Board of Directors regularly consider the potential risks associated with climate change in the development and implementation of our business strategies.</i></p>	Pages 12, 22, and 23
SASB Activity Metrics	Area of forestland owned, leased and/or managed by the entity	RR-FM-000.A	2.7MM acres	Page 4
	Aggregate standing timber inventory	RR-FM-000.B	91.6MM tons	Page 13
	Timber harvest volume	RR-FM-000.C	10.3MM tons	Page 12

TCFD DISCLOSURE TABLE

Topic	TCFD Recommendations	Rayonier 2020 Response	Reference
Governance	a. Describe the Board's oversight of climate-related risks and opportunities.	<i>Our Board's Nominating and Corporate Governance Committee, through Board delegation, has oversight responsibility for the company's policies, programs, and strategies related to ESG matters. Certain significant matters, including climate-related risk and opportunities, are periodically referred to the full Board for consideration in the development and implementation of our business strategies. In 2020, the Nominating and Corporate Governance Committee and full Board devoted significant attention to the development of the company's inaugural Carbon Report and accompanying analyses, which provided detail on the company's carbon sequestration, carbon storage, and greenhouse gas emissions.</i>	Sustainability Report pages 22 and 43 Carbon Report
	b. Describe management's role in assessing and managing climate-related risks and opportunities.	<i>Rayonier has an internal ESG Working Group comprised of subject matter experts who are responsible for developing, implementing, and reporting to the Nominating and Corporate Governance Committee on ESG initiatives, including those associated with climate-related risks and opportunities.</i> <i>Climate-related risks are also discussed and reviewed as part of our annual Enterprise Risk Management assessment, which is overseen by our Audit Committee.</i>	Sustainability Report pages 22 and 43
Strategy	a. Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<i>Climate change poses significant risks to society at large as well as our forest ecosystems. The potential impact of climate change on our business varies by geography. Rayonier's internal research team continually evaluates climate change at both a global and regional level, including anticipated changes in weather patterns, in an effort to assess the potential long-term impacts on the health and productivity of our forests. Please see referenced page numbers for a more detailed outline of our climate-related risks, as well as mitigating factors.</i>	Sustainability Report pages 12, 22, 23, and 43 Carbon Report 10-K page 2-3
	b. Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy and financial planning.	<i>Working forests continually sequester atmospheric carbon dioxide through photosynthesis, thereby providing a natural climate change solution. As such, current climate change dynamics could translate to unique opportunities for timberlands as we increasingly move toward a low-carbon economy. Please see referenced page numbers for a more detailed outline of our climate-related opportunities.</i>	
	c. Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	<i>While we consider climate-related risks and opportunities associated with our business, we have not conducted a detailed scenario analysis for various temperature assumptions.</i>	
Risk Management	a. Describe the organization's processes for identifying and assessing climate-related risks.	<i>Rayonier maintains an Enterprise Risk Management committee consisting of senior leaders, led by senior executives, and overseen by our Audit Committee. ESG-related risks, including those associated with climate change, are identified and assessed as part of our Enterprise Risk Management process. Risks are mapped into a matrix, which details the nature and severity, significant changes, controls, and other mitigating factors associated with each risk.</i>	Sustainability Report pages 12, 22, 23, and 43
	b. Describe the organization's processes for managing climate-related risks.		
	c. Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organization's overall risk management.	<i>We also identify, assess, and manage climate-related risks through the work of our research and development platform, input from our ESG Working Group members, and collaboration with industry organizations and academic institutions.</i>	
Metrics and Targets	a. Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<i>We currently track the carbon stored and sequestered by our timberland, as well as our greenhouse gas emissions (Scope 1, 2, and 3). We plan to consider the estimation and disclosure of additional metrics in the future.</i>	Sustainability Report page 14 Carbon Report
	b. Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	<i>Our estimated greenhouse gas emissions are as follows:</i> <i>Scope 1: 557 MtCO₂-e^{2,12}</i> <i>Scope 2: 628 MtCO₂-e^{2,12}</i> <i>Scope 3: 379,049 MtCO₂-e^{2,12}</i>	
	c. Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	<i>We are currently evaluating what climate-related targets and performance metrics are appropriate for our organization.</i>	

ENDNOTES AND SOURCES

- (1) Represents Rayonier owned, leased, and/or managed acres, excluding “look-through” acres in the Timber Funds business.
 - (2) Disclosed in Rayonier’s Annual Report on Form 10-K.
 - (3) Sustainable yield is defined in Rayonier’s Annual Report on Form 10-K. The sustainable yield excludes “look-through” acres in the Timber Funds business.
 - (4) Disclosed in Rayonier’s Annual Report on Form 10-K.
 - (5) In the U.S., 2.15 million acres or 96% were certified by Sustainable Forest Initiative® (SFI). In N.Z., 389,998 acres or 94% were certified by Forest Stewardship Council® (FSC) and 389,998 acres or 94% were certified by the Programme for the Endorsement of Forest Certification™ (PEFC).
 - (6) Timber inventory is generally measured and expressed in short green tons (SGT) for our U.S. South timberlands, in thousand board feet (MBF) or million board feet (MMBF) for our U.S. Pacific Northwest timberlands, and in cubic meters (m³) for our New Zealand timberlands. The age at which we commence calculating our timber inventory is 10 years for our U.S. South timberlands, 20 years for our U.S. Pacific Northwest timberlands, and 20 years for our New Zealand timberlands. Additional information regarding merchantable timber inventory can be found in Rayonier’s Annual Report on Form 10-K. For the purpose of this report, all inventory is shown in SGT.
 - (7) MtCO₂-e = metric tons CO₂ equivalent using the EPA Greenhouse Gases Equivalencies Calculator—Calculations and References. Source: <https://www.epa.gov/energy/greenhouse-gases-equivalencies-calculator-calculations-and-references>
 - (8) Represents overstory trees, understory vegetation, coarse woody debris, and forest floor.
 - (9) Carbon sequestered and stored was calculated based on 2.2 million acres in the U.S. and 417,000 acres in New Zealand. Calculations do not include “look-through” acres in the Timber Funds business. Calculations based on hardwood and softwood forest types by age class for each of our regions: U.S. South, U.S. Pacific Northwest, and New Zealand. Our New Zealand calculations reflect a fully consolidated estimate, although Rayonier owns only a 77% interest in this entity.
 - (10) U.S. carbon sequestered and stored was calculated using carbon yield tables (metric tons/hectares) developed by the USDA Forest Service in “*Methods for Calculating Forest Ecosystem and Harvested Carbon with Standard Estimates for Forest Types in the United States—GTR NE-343*.” Source: https://www.nrs.fs.fed.us/pubs/gtr/ne_gtr343.pdf
 - (11) N.Z. carbon sequestered and stored was calculated using regional default carbon yield tables (CO₂ –e/ha) developed by the N.Z. Ministry for Primary Industries and used as the basis of calculating carbon sequestration and emission liabilities under N.Z.’s Emission Trading Scheme. <https://www.teururakau.govt.nz/dmsdocument/4762-A-guide-to-Look-up-Tables-for-Forestry-in-the-Emissi> Estimates include both productive and non-productive areas. Estimates of carbon in non-productive areas were derived through the application of the methodology outlined in N.W.H. Mason, F.E. Carswell, J.McC. Overton, C.M. Briggs and G.M.J. Hall, February 2012. “*Estimation of current and potential carbon stocks and Kyoto-compliant carbon gain on conservation land.*” Department of Conservation Te Papa Awahwhai. Source: <https://www.doc.govt.nz/globalassets/documents/science-and-technical/sfc317.pdf>
 Note: The estimate of gross carbon sequestered in N.Z. during 2019 included carbon obtained through acquisitions during the year (comprising 1,366 ha, or 723,681 tCO₂ -e). For 2020 and going forward, acquisitions are not included in annual carbon sequestered but instead reflected in year-end carbon stored.
 - (12) Carbon emissions in 2020 reflect the fuel emitted from company vehicles (Scope 1 Direct), purchased electricity from the Rayonier corporate headquarters along with our field offices (Scope 2 Indirect), and fuel associated with our real estate activities, harvest machinery, road construction/maintenance, log trucking, ocean freight, silviculture (site preparation, planting, weed control, fertilization, and pre-commercial thinning), and business travel and commuting miles (Scope 3 Indirect). Emissions were broken down in accordance with the EPA Greenhouse Gas Emissions Scope 1, 2, and 3, and calculated based on the fuel consumed and CO₂ emissions from gas, diesel, and Jet A fuels.
 - (13) Per capita and vehicle CO₂ emissions calculated based on conversions provided by the EPA. Inventory of U.S. Greenhouse Gas Emissions and Sinks. 1990-2018. U.S. Environmental Protection Agency, EPA 430-R-20-002. Source: <https://www.epa.gov/sites/production/files/2020-04/documents/us-ghg-inventory-2020-main-text.pdf>
 - (14) Carbon stored in harvested forest products was calculated based on Rayonier’s 2020 harvest volumes within each of our regions, U.S. South, U.S. Pacific Northwest, and New Zealand, then sorted by product type and destination with half-life assumptions.
 - (15) Carbon stored in U.S. harvested forest products for domestic use, including carbon stored in landfills, was calculated based on the USDA Forest Service publication “*Methods for Calculating Forest Ecosystem and Harvested Carbon with Standard Estimates for Forest Types in the United States—GTR NE-343*.” Source: https://www.nrs.fs.fed.us/pubs/gtr/ne_gtr343.pdf
 - (16) Carbon stored in U.S. harvested forest products for export use was based on the half-life of forest products from logs exported to China, India, and Korea as reported by Manley and Evison (2017) in “*Quantifying the carbon in harvested wood products from logs exported from New Zealand.*” Source: <https://ir.canterbury.ac.nz/handle/10092/16312>
 - (17) Carbon stored in N.Z. harvested forest products for domestic use was based on the IPCC harvested forest products categories and half-life methodology as outlined by Wakelin et al (2020) “*Estimating New Zealand’s harvested wood products carbon stocks and stock changes.*” Source: <https://link.springer.com/article/10.1186/s13021-020-00144-5#citeas>
 - (18) Carbon stored in N.Z. harvested forest products for export use was based on the half-life of forest products from logs exported to China, India, and Korea as reported by Manley and Evison (2017) in “*Quantifying the carbon in harvested wood products from logs exported from New Zealand.*” Source: <https://ir.canterbury.ac.nz/handle/10092/16312>
 - (19) Calculated to assume decay of carbon once converted into various forest products.
 - (20) Reflects area of potential endangered species habitat.
 - (21) Ethnicity data only includes employees located in the U.S. Under New Zealand employment and privacy laws, employees are not required to provide this information.
 - (22) Employee engagement surveys are given every other year. Participation rate reflects the latest survey from 2019.
 - (23) Data presented is rounded.
 - (24) Leaders defined as anyone who manages an employee.
 - (25) Employee safety training participation represents employee completion of online safety training requirements.
 - (26) Total Recordable Incident Rate (TRIR) and Lost Time Incident 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 cases x 200,000 hours / total number of hours actually worked. For 2020, our U.S. employees worked a total of 637,995 hours, and our New Zealand employees and contractors combined worked a total of 1,292,900 hours.
 - (27) Rayonier supports its local communities through direct corporate giving.
 - (28) Employee volunteer hours represent only a portion of our employees’ total volunteer activities.
- Note: The photos used within this report are historical, most of which were not captured in 2020.

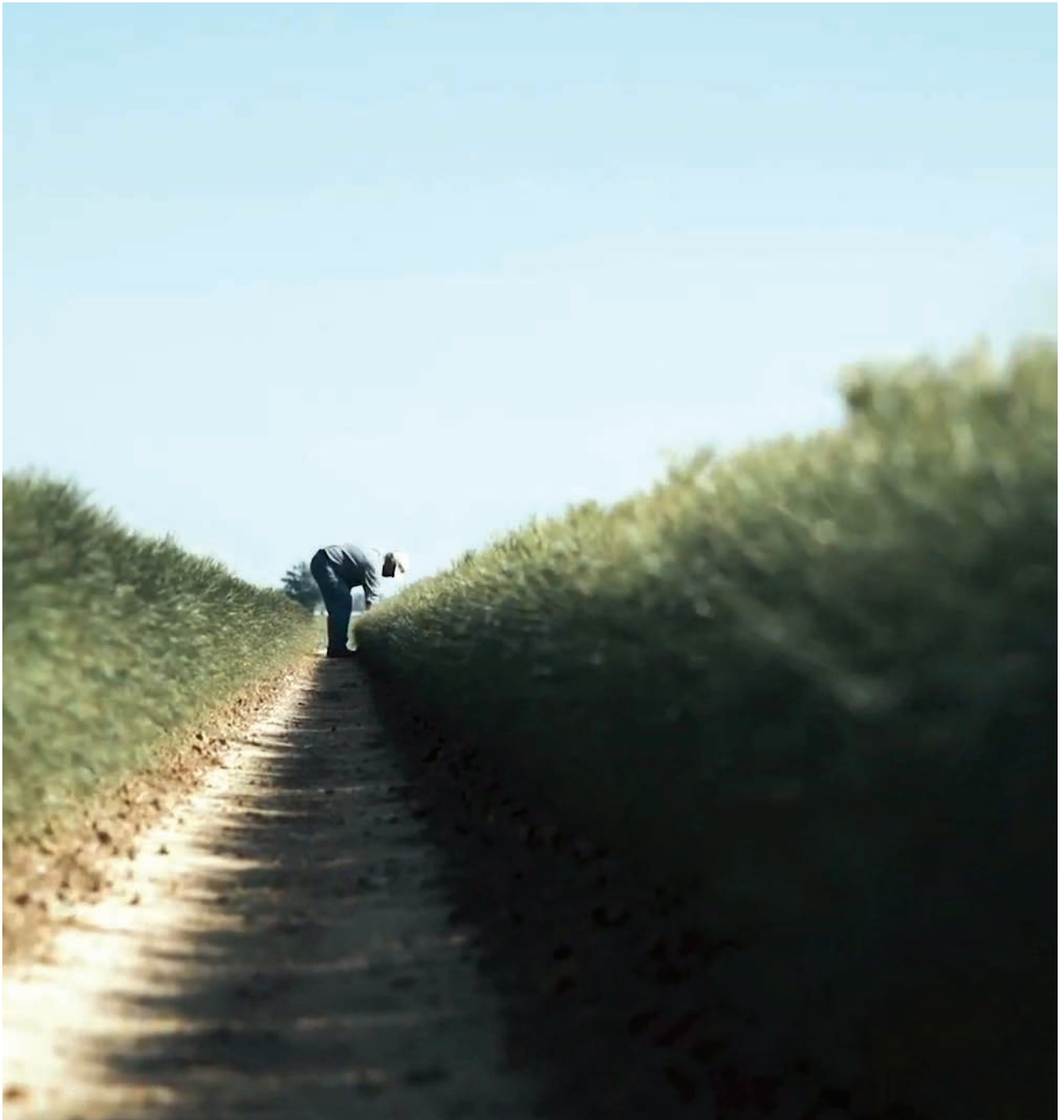
FORWARD-LOOKING STATEMENTS FOR RAYONIER'S 2020 SUSTAINABILITY REPORT

Certain statements contained in this report could be considered "forward-looking statements" made pursuant to the safe harbor provisions of the Private Securities Litigation Reform Act of 1995 and other federal securities laws. These forward-looking statements are identified by the use of words such as "may," "will," "should," "expect," "estimate," "believe," "intend," "project," "anticipate," "could," "should," "continue," "seek," "target," "guidance," "focus," "aim," "goal," "achieve," and other similar language. However, the absence of these or similar words or expressions does not mean that a statement is not forward-looking. While management believes that these forward-looking statements are reasonable when made, forward-looking statements are not guarantees of future performance or events and undue reliance should not be placed on these statements.

These forward-looking statements reflect the company's plans, objectives, expectations, intentions, estimates, and strategies for the future and are therefore subject to known and unknown risks, uncertainties and other factors, some of which are beyond our control, and are not guarantees of future conduct. Many of the standards and sustainability metrics used in preparing this report, as well as our future objectives and targets with respect to such metrics, continue to evolve and are based on management assumptions believed to be reasonable at the time of preparation but should not be considered guarantees.

The following important factors, among others, could cause actual results or events to differ materially from our historical results or those expressed or implied by forward-looking statements made in this document: changes in requirements in third-party certification of our timberlands; changes in policy and best management practices; compliance with and changes in global and regional environmental, health, safety, and human rights laws, including emissions regulations, and other ethical business practices; compliance with and changes to greenhouse gas emissions and other standards related to climate change; the uncertainties of potential impacts of climate-related initiatives; changes in environmental laws and regulations regarding timber harvesting, delineation of wetlands, and endangered species, that may restrict or adversely impact our ability to conduct our business; adverse weather conditions, natural disasters and other catastrophic events such as hurricanes, wind storms and wildfires, which can adversely affect our timberlands and the production, distribution and availability of our products; fluctuations in demand for, or supply of, our forest products and real estate offerings, including any downturn in the housing market; entry of new competitors into our markets; attracting, developing, engaging and retaining qualified employees; the willingness of suppliers to adopt and comply with our programs; compliance with privacy, cyber security and data protection laws and regulations; business disruptions arising from public health crises and outbreaks of communicable diseases, including the current outbreak of the virus known as COVID-19; fluctuations in demand for our products in Asia, and especially China.

These are only some of the factors that may affect the forward-looking statements contained in this report. For additional risks and uncertainties, please see Item 1A - Risk Factors in the Company's most recent Annual Report on Form 10-K and similar discussion included in other reports that we subsequently file with the Securities and Exchange Commission ("SEC"). Forward-looking statements are only as of the date they are made, and the Company undertakes no duty to update its forward-looking statements except as required by law. You are advised, however, to review any further disclosures we make on related subjects in our subsequent reports filed with the SEC.



Rayonier Inc.
1 Rayonier Way
Wildlight, Florida 32097



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