
PF Olsen Australia

Policies and Standards

October 2016



Suite 6 | 50 Upper Heidelberg Rd |
Ivanhoe | Vic | 3079
ACN 117 085 373
T: 03 9497 2007 | F: 03 9497 2008
www.pfolsen.com

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Version Details

Reason	Date	Version #	Page(s)
First version of document	31/07/12	1.00	All
Update with new PFO Styles, new format, add new policies	10/04/2013-ongoing	2	All
New Learning and CD policy, new Client policy, various edits from internal and external audits.	31/10/2016	3	Most

1. Introduction

PF Olsen Australia PF Olsen Australia is an independent forest management services provider. Our business is:

- managing client forests to ensure sustainable and profitable outcomes; and
- providing specialist consultancy services to Australia’s forest industry.

PF Olsen Australia is a fully owned subsidiary of the New Zealand based PF Olsen Group.

Application of this document This document provides the policy framework for PF Olsen Australia’s activities and is a reference point for all staff, contractors, group members and other stakeholders.

Communication of Policies These policies and standards are available to the public through the following media:

- PF Olsen Australia website;
- Hard copies available at PF Olsen Australia regional and head offices;
- On request by post, email, facsimile or other means.

Staff, contractors and other people involved in forest management are made aware of relevant policies through induction programs and documentation developed to support operational activities like prescriptions and management plans.

2. PF Olsen Group

2.1 Vision



2.2 Core Values

Core Values

Core values are those enduring characteristics of the PF Olsen culture that survive change. They underpin all of our business decisions and the way we relate to customers, colleagues and the wider community.

Integrity	Acting in accord with moral and ethical standards. Honesty. Sincerity. Truthfulness. Trustworthiness. Fairness. Acting in ways that uphold the values and principles of the organisation in every action and decision.
Safety	Promote safe work places and work practices as the number one priority.
Professionalism	Applying international best practice, search for excellence, quality presentation, peer review, on-time delivery, and clear communications.
Agility & innovation	Anticipating and responding innovatively to changing business conditions. Search out new initiatives. Experiment. Early adoption of R&D. Move faster than competitors to respond to change.
Teamwork	Sharing knowledge, resources and working together effectively.
Supporting family	Providing a work environment and culture that recognises staff have a life beyond work and encouraging the complementarity of that life with work.
Corporate Social Responsibility	We recognise the importance of environmental and social performance, alongside the imperative of being profitable.

3. Workplace Health and Safety

Commitment and Objectives

PF Olsen Australia is committed to providing and maintaining a safe and healthy working environment for all employees, contractors, visitors and all persons entering our place of work.

We give health and safety management higher priority than any of the Company’s other business objectives or policies.

To ensure a safe and healthy work environment, PF Olsen Australia will:

- Identify hazards in our workplace – evaluating and controlling significant hazards by using elimination, isolation and minimisation strategies;
- Actively consult with employees and contractors and encourage their active participation;
- Ensure that employees, contractors and authorised visitors are made aware of the general hazards they will be exposed to and that they are regularly reminded of the hazards specific to their work areas;
- Ensure that employees, contractors and authorised visitors are trained in emergency procedures and that practice drills are completed with the full participation of those required;
- Ensure that employees and contractors are trained for the work they undertake or are supervised by experienced persons until skilled;
- Develop and promote workplace safety culture and leadership;
- Accurately report and record all incidents and injuries;
- Investigate reported incidents, identify contributing factors (causes) and, where appropriate, formulate corrective actions to avoid reoccurrence;
- Meet our obligations under relevant state and Commonwealth laws, regulations, codes of practice and related instruments;
- If an injury occurs, ensure injured workers are fully supported to return to work safely and as early as possible on suitable duties;
- Conduct a biennial review of all health and safety policies, procedures, objectives and performance – promoting a system of continuous improvement.

Approval

Pat Groenhout – Managing Director

3.1 Working in Remote Areas

Objective To ensure that the risk of harm arising from working in remote areas is appropriately managed and eliminated as far as possible.

- A remote area includes but is not limited to any forest a worker is required to enter on behalf of PF Olsen Australia.

Reason	Legal	<ul style="list-style-type: none"> • Workplace Health and Safety laws • Work Place Health and Safety Codes of Practice and Guidance material
	Other Standards	<ul style="list-style-type: none"> • AS 4801-2000 Occupational Health and Safety Systems • FSC® Criterion 4.2 • AFS Criterion 9.5
	Other	Nothing specific

Standards	Induction	Ensure hazards are identified and workers are informed about the risks of working in isolated areas.
	Equipment and Work Practices	Ensure the adequacy of a worker's equipment and planned work practices are assessed for their suitability by a competent person prior to the commencement of any operations in isolated areas.
	Competency Assessment	Ensure a worker's competency to conduct high risk activities is assessed prior to beginning such a task in an isolated area.
	Communication Equipment	Ensure workers are provided with and use communication equipment to enable them to report their location and condition at least every two hours to a person approved by PF Olsen Australia to provide emergency support.
	First Aid	Ensure workers in isolated areas have first aid equipment and training appropriate to the nature of the work they are conducting.
	Emergency Plans	Ensure emergency communication protocols and plans are established prior to commencement of operations in isolated areas.
	Personal Protective Equipment	Ensure all workers wear high visibility garments and safety footwear while in a forest environment.

Related Documents

- Emergency Management Standard
- Legislation Register
- Operations Manual
- Inductions
- Site Safety Plans
- Contractor Management Systems
- Contractor Monitoring Checklist

Scope / Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • OH&S Manager • Regional and Business Centre Managers • All Employees and service providers

3.2 Use of Motorised Plant and Equipment

Objective

To maximise the use of motorised plant and equipment in forestry operations and ensure that the risk of harm arising from use of motorised plant and equipment is appropriately managed and eliminated as far as practicable.

- Motorised plant and equipment includes mobile plant and hand-held motorised tools used in forestry operations.
- Mobile plant includes 4 wheel drive vehicles used within planted areas, all-terrain vehicles, tractors, loaders, dozers, excavators, bob-cats, custom-built harvesting and agricultural equipment, forwarders and graders.

Reason

Legal	<ul style="list-style-type: none"> • Workplace Health and Safety laws particularly Plant regulations • Work Place Health and Safety Codes of Practice and Guidance material
Other Standards	<ul style="list-style-type: none"> • AS 4801-2000 Occupational Health and Safety Systems • FSC® Criterion 4.2 • AFS Criterion 9.5
Other	<ul style="list-style-type: none"> • Nothing specific

Standards

Induction	Ensure affected workers are informed about the risks of using motorised plant and equipment and advised of appropriate strategies for minimising risk.
Fit for purpose	Ensure only motorised plant or equipment suitable for its intended use is engaged in forest operations.
Risk Assessments	Ensure a risk assessment consistent with the National Standard For Plant [NOHSC: 1010(1994)] clause 65 has been conducted on all mobile plant and trucks and trailers following purchase or any subsequent modification.
Operator Protective Structures	<ul style="list-style-type: none"> • All mobile plant shall have certified roll over protective structures fitted, unless otherwise authorised by OH&S Manager. • All mobile plant operated on second rotation slash or within 2 tree lengths of trees greater than 5 metres in height shall have a certified operator protective structure, unless otherwise authorised by OH&S Manager.
Pre-operational checks	Ensure pre-operational checks of safety features are documented: <ul style="list-style-type: none"> • daily by operators of mobile plant; • weekly by operators of hand-held equipment.
Condition Reports	Ensure condition report conducted by an independent competent person has been completed within the last 12 months for all mobile plant and equipment.

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Operator Competency	Ensure operator competency is assessed by an independent registered training organisation using a nationally endorsed competency standard relevant to the plant or equipment within 6 weeks of commencing operations for PF Olsen Australia.
Hearing tests	Conduct audiometric assessments on all workers exposed to hazardous noise in accordance with Code of Practice Managing Noise and Preventing Hearing Loss at Work.
Trainee supervision	Ensure operators who do not hold a certificate of competency operate under the direct supervision of a competent operator at all times.
Supervision	Ensure all workers operating motorised plant and equipment operations have been trained and implement safe work procedures.

Related Documents

- Legislation Register
- Operations Manual
- Contract for Services
- Inductions
- Site Safety Plans
- Contractor Management Systems
- Contractor Monitoring Checklist

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • OH&S Manager • Regional and Business Centre Managers • All Employees and service providers

3.3 Falling Objects

Objective To ensure workers are not placed at risk by being struck by falling objects.

Reason	Legal	<ul style="list-style-type: none"> Workplace Health and Safety laws Work Place Health and Safety Codes of Practice and Guidance material
	Other Standards	<ul style="list-style-type: none"> AS 4801-2000 Occupational Health and Safety Systems FSC® Criterion 4.2 AFS Criterion 9.5
	Other	<ul style="list-style-type: none"> Industry experience has shown an underlying cause of many serious injuries in the forest industry is trees or limbs falling on workers.

Standards	Induction	Ensure workers are informed about the risks of being struck by falling objects while working in a forest environment.
	Site Hazard Assessment	Ensure all operational areas are assessed for hazardous trees and adequate control measures are identified and implemented.
	Exclusion Zones	Ensure exclusion zones are identified and implemented around all log handling and loading activities.
	Operator Protective Structures	All machines that operate within 2-tree lengths of trees greater than 5 metres in height shall have a certified FOPS canopy unless otherwise authorised by OH&S Manager.
	Personal Protective Equipment	Ensure all workers wear a safety helmet while working outside vehicles in a forest environment.

Related Documents

- Legislation Register
- Operations Manual
- Inductions
- Site Safety Plans
- Contractor Management Systems
- Contractor Monitoring Checklist

Scope / Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • OH&S Manager • Regional and Business Centre Managers • All Employees and service providers

3.4 Manual Tasks

Objective

To minimise manual tasks in forest operations and ensure that the risk of harm arising from manual tasks is appropriately managed and eliminated as far as practicable.

Manual tasks include any tasks where workers lift, push, pull, carry or otherwise move, hold or restrain any object (animate or inanimate).

Reason

Legal	<ul style="list-style-type: none"> • Workplace Health and Safety laws specifically Hazardous Manual Handling Regulations • Work Place Health and Safety Codes of Practice and Guidance material
Other Standards	<ul style="list-style-type: none"> • AS 4801-2000 Occupational Health and Safety Systems • FSC® Criterion 4.2 • AFS Criterion 9.5
Other	<ul style="list-style-type: none"> • Nothing specific

Standards

Induction	Ensure workers are informed about the risks of manual operations and appropriate strategies for minimising risk.
Mandatory Controls	<p>Identify all tasks where manual operations have any of the following characteristics:</p> <ul style="list-style-type: none"> • repetitive or sustained application of force; • repetitive or sustained awkward posture; • repetitive or sustained movement; • application of high force being an activity involving a single or repetitive use of force that it would be reasonable to expect that a person in the workforce may have difficulty undertaking; • exposure to sustained vibration; • manual handling of live persons or animals; or • manual handling of unstable or unbalanced loads or loads that are difficult to grasp or hold; • and develop appropriate controls. <p>Controls to be considered and applied in following order of preference:</p> <ul style="list-style-type: none"> • eliminate requirement for manual operation by doing the job differently or using a machine to do the job; • redesign operation to reduce or eliminate any of the above characteristics of the task; • provide formal training in safe manual work strategies and appropriate warm-up exercises.
Supervision	Ensure all workers undertaking manual operations have been trained and implement manual work strategies.

Related Documents

- Legislation Register
- Operations Manual
- Inductions
- Site Safety Plans
- Contractor Management Systems
- Contractor Monitoring Checklist

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • OH&S Manager • Regional and Business Centre Managers • All Employees and service providers

3.5 Close Proximity

Objective

To ensure workers are not placed at risk by working in a location where there is a risk of being harmed due to another worker’s activities.

Reason

Legal	<ul style="list-style-type: none"> • Workplace Health and Safety laws specifically Hazardous Manual Handling Regulations • Work Place Health and Safety Codes of Practice and Guidance material
Other Standards	<ul style="list-style-type: none"> • AS 4801-2000 Occupational Health and Safety Systems • FSC® Criterion 4.2 • AFS Criterion 9.5
Other	<ul style="list-style-type: none"> • Industry experience has shown an underlying cause of many serious injuries in the forest industry is workers working too close to another worker and being injured due to the activities of the other worker.

Standards

Induction	Ensure workers are informed about the risks of working in close proximity to other workers or machinery.
Work Zones	Identify work zones for all field operations where other workers would be at risk while operation is being conducted.
Operational Planning	Where possible, plan operations so that other workers do not have to enter another worker's work zone.
Permission to Enter	Ensure no-one enters another person's work zone unless they have obtained permission from that other person.
Documented Risk Controls	<p>If it is not possible for work zones to be maintained free of other workers, ensure a documented risk assessment is conducted and the best practice control implemented.</p> <p>Controls to be considered and applied in following order of preference:</p> <ul style="list-style-type: none"> • Workers in machine with protective canopy. • Physical barrier in place to protect ground workers. • Systems of work agreed in writing by all workers onsite and the responsible PF Olsen Australia manager.

Related Documents

- Legislation Register
- Operations Manual
- Inductions
- Contractor Monitoring Checklist

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • OH&S Manager • Regional and Business Centre Managers • All Employees and service providers

3.6 Biological Hazards

Objective To ensure that the risk of harm arising from biological hazards is appropriately managed and eliminated as far as practicable.

Biological hazards include all living organisms.

Reason	Legal	<ul style="list-style-type: none"> Workplace Health and Safety laws specifically Health Monitoring requirements Work Place Health and Safety Codes of Practice and Guidance material
	Other Standards	<ul style="list-style-type: none"> AS 4801-2000 Occupational Health and Safety Systems FSC® Criterion 4.2 AFS Criterion 9.5
	Other	<ul style="list-style-type: none"> Nothing specific

Standards	Induction	Ensure affected workers are informed about the risks of biological hazards and advised of appropriate strategies for minimising risk.
	Mandatory Controls	<p>Identify all tasks where exposure to biological hazards has any of the following characteristics:</p> <ul style="list-style-type: none"> Stings or bites from insects or animals Bacteria and viruses that cause disease to humans. <p>and develop appropriate controls.</p> <p>Controls to be considered and applied in following order of preference:</p> <ul style="list-style-type: none"> eliminate exposure to the hazard by isolating the source (e.g. stay at home if you have the flu) redesign operation to reduce or eliminate any of the above characteristics of the task supply protective clothing suitable to protect workers from exposure to unseen biological hazards Apply repellent.

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Epi-pens	Maintain registers of allergies and ensure epi-pens are available in the workplace wherever workers are known to have anaphylactic allergic reactions.
Vaccinations	Offer employees vaccinations as follows: <ul style="list-style-type: none"> • Annual flu vaccination. • Hepatitis A vaccination to trained first-aiders.
Blood tests	Conduct blood tests on field workers who work in regions of Australia where mosquito born diseases are known to prevail.

Related Documents

- Legislation Register
- Administration Manual
- Contractor Management Systems
- Contractor Monitoring Checklist

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • OH&S Manager • Regional and Business Centre Managers • All Employees and service providers

3.7 Extreme Weather

Objective

To ensure workers are not placed at risk by working in the field due to extreme weather conditions caused by hot or cold air temperatures, high humidity, rainfall, snow and high winds or a combination of these factors.

Reason

Legal	<ul style="list-style-type: none"> • Workplace Health and Safety laws • Work Place Health and Safety Codes of Practice and Guidance material
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Other Standards	<ul style="list-style-type: none"> AS 4801-2000 Occupational Health and Safety Systems FSC® Criterion 4.2 AFS Criterion 9.5
Other	<ul style="list-style-type: none"> Nothing specific

Standards

Induction	Ensure workers are informed about the risks of working in extreme weather conditions
Facilities and Equipment	Ensure facilities and equipment are provided to protect workers from direct exposure to extreme weather conditions, including protective clothing, shelters and air-conditioned operator cabins.
Extreme Heat	Manual workers are encouraged to stop work and consider alternative arrangements if the ambient temperature exceeds 35 degrees Celsius.
Wind	Best Practice Guidelines will identify wind sensitive operations and relevant Prescriptions will prescribe limits to ensure workers are not put at risk during operations.

Related Documents

- Legislation Register
- Operations Manual
- Contract for services
- Best Practice Guidelines
- Prescriptions

Scope / Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • OH&S Manager • Regional and Business Centre Manager • All Employees and service providers

3.8 Working at Heights

Objective To ensure workers are not placed at risk of falls by working at heights.

Reason	Legal	<ul style="list-style-type: none"> Workplace Health and Safety laws, specifically prevention of falls regulations Work Place Health and Safety Codes of Practice and Guidance material
	Other Standards	<ul style="list-style-type: none"> AS 4801-2000 Occupational Health and Safety Systems FSC® Criterion 4.2 AFS Criterion 9.5
	Other	<ul style="list-style-type: none"> Nothing Specific

Standards	Induction	Ensure workers are informed about the risks of falls while working at heights and advised to stop work and consider alternative arrangements if a risk of a fall of more than 2 metres has not been identified and controlled.
	Mandatory Controls	<p>Identify all tasks where there is a potential for a fall of more than 2 metres and develop appropriate controls.</p> <p>Controls to be considered and applied in following order of preference:</p> <ul style="list-style-type: none"> Arrange for tasks to be carried out at ground level. Provide a temporary work platform preferably with an appropriate guard rail at least 1 metre high for the duration of the task. Provide fall injury prevention system for the duration of task. A fall injury protection system means equipment that prevents, or reduces, injury in the event of a fall, and includes safety nets, catch platforms, and safety harness equipment.
	Supervision	Ensure all workers are provided with equipment and training to protect them from the risk of falls of more than 2 metres.

Related Documents

- Legislation Register
- Operations Manual
- Inductions
- Site Safety Plans
- Contractor Management Systems
- Contractor Monitoring Checklist

Scope / Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • OH&S Manager • Regional and Business Centre Managers • All Employees and service providers

3.9 Driving Company Vehicles

Objective

To ensure that the risk of harm arising from driver fatigue is appropriately managed and eliminated as far as practicable.

Reason

Legal	<ul style="list-style-type: none"> • Workplace Health and Safety laws • Road Safety laws • Work Place Health and Safety Codes of Practice and Guidance material
Other Standards	<ul style="list-style-type: none"> • AS 4801-2000 Occupational Health and Safety Systems • FSC® Criterion 4.2 • AFS Criterion 9.5
Other	<ul style="list-style-type: none"> • Nothing Specific

Standards

Induction	Ensure workers are informed about the risks of driver fatigue and appropriate strategies for fatigue management.
Rest Breaks	Ensure drivers take a short break at least every two hours when driving long distances.
Trip Schedule	Ensure drivers schedule enough time for long-distance trips, accounting for: <ul style="list-style-type: none"> • Sufficient breaks. • Potential delays. • Overnight stays in appropriate accommodation when necessary. • Wherever possible, ensure that driving for work is conducted during daylight hours.
Mandatory Controls	Prohibiting workers driving where they have already worked for the previous 16 hours.
Equipment	Ensure workers required to drive long distances are provided with appropriate vehicles.
Inspections	Ensure workers regularly inspect and report the condition of their work related vehicle.
Maintenance	Ensure work vehicles are maintained in accordance with log book specifications.
Driver Training	Ensure all employees who are provided with a company vehicle undertake accredited defensive driver training every 2 years.
Incident Reporting	Ensure workers accurately report and record all driving related incidents, including traffic offences.

Related Documents

- Legislation Register
- Administration Manual
- Employment Contracts
- Induction Manual

**Scope /
Accountabilities**

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • OH&S Manager • Regional and Business Centre Managers • All Employees and service providers

3.10 Offices and Buildings

Objective

- To ensure that the risk of harm arising from the use of offices and buildings is appropriately managed and eliminated as far as practicable.
- To ensure workplace amenities comply with relevant standards.

Reason

Legal	<ul style="list-style-type: none"> • Workplace Health and Safety laws • Work Place Health and Safety Codes of Practice and Guidance material
Other Standards	<ul style="list-style-type: none"> • AS 4801-2000 Occupational Health and Safety Systems • FSC® Criterion 4.2 • AFS Criterion 9.5
Other	<ul style="list-style-type: none"> • Nothing Specific

Standards

Risk Assessment	<p>A risk assessment is documented for each building and office associated with the business and controls are implemented to reduce the risk of harm. Special attention should be paid to:</p> <ul style="list-style-type: none"> • Asbestos containing materials • Unlabelled containers and drums • Electrical installations • Unprotected edges
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Risk Assessment (cont.)	<ul style="list-style-type: none"> • Confined spaces • Access and egress • Office ergonomics • Lighting of car parks
Emergency Plans	An emergency plan shall be documented for each office and tested at least once annually.
Inspections	Documented inspections of offices and work stations shall be conducted every 3 months.

Related Documents

- Legislation Register
- Administration Manual
- Employment Agreements
- Inspection Checklists

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	Business Centre Managers

3.11 Drugs and Alcohol

Objective

PF Olsen Australia and its employees and contractors are committed to creating a workplace free of the impairment associated with the misuse of alcohol and drugs and to safely achieve its business objectives. This commitment:

- Promotes individual employee well-being and workplace health and safety.
- Creates a work environment where employees feel safe and supported.
- Recognises the importance of satisfying the needs of our clients and providing a quality service to them.
- Improves business performance including the management of business risk and associated costs.

Reason

Legal	<ul style="list-style-type: none"> • Workplace Health and Safety laws • Road Safety laws • Work Place Health and Safety Codes of Practice and Guidance material
Other Standards	<ul style="list-style-type: none"> • AS 4801-2000 Occupational Health and Safety Systems • FSC® Criterion 4.2 • AFS Criterion 9.5
Other	<ul style="list-style-type: none"> • Nothing Specific

Standards

Induction and training	Specialised on-going training and education will be provided for all employees and contractors to ensure familiarity with the issues of substance misuse and impairment, and the policies and the objectives of PF Olsen Australia to maintain a workplace free of the impairment associated with the misuse of alcohol and drugs.
Pre-employment testing	PF Olsen Australia offers new appointments conditional on applicants returning a negative drug test.
Post incident testing	Employees and contractors may be tested for the presence of drugs or alcohol when they are involved in an incident and their actions are seen to have contributed to the event.

Related Documents

- Legislation Register
- Administration Manual
- Employment Agreements
- Operations Manual
- Contract for services

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	All Employees and service providers

3.12 No Bullying

Objective To provide a workplace free of bullying.
Bullying means:

- Verbal abuse and yelling.
- Humiliating someone through sarcasm, criticism or insults.
- Constant criticism.
- Exclusion of a person from workplace activities.
- Giving someone the majority of unpleasant tasks

Reason	Legal	<ul style="list-style-type: none"> • Workplace Health and Safety laws • Work Place Health and Safety Codes of Practice and Guidance material
	Other Standards	<ul style="list-style-type: none"> • AS 4801-2000 Occupational Health and Safety Systems • FSC® Criterion 4.2 • AFS Criterion 9.5
	Other	<ul style="list-style-type: none"> • Nothing Specific

Standards	Supportive Workplace	Management shall maintain a working environment that is supportive of all workers speaking up and voicing their concerns in confidential and non-threatening environment
	Issue resolution	Employee complaints and concerns shall be addressed in accordance with Dispute Resolution Policy.
	Disciplinary Action	Immediate disciplinary action where complaints are found to be well founded.
	Serious misconduct	Workers involved in acts of physical violence will be disciplined according to PF Olsen Australia’s serious misconduct procedures.

Related Documents

- Legislation Register
- Dispute Resolution Policy
- Administration Manual
- Employment Agreements
- Operations Manual
- Contract for services

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	All Employees and service providers

3.13 No Sexual Harassment

Objective

To provide a workplace free of sexual harassment.

A person sexually harasses another person if he or she:

- makes an unwelcome sexual advance, or an unwelcome request for sexual favours, to the other person
- engages in any other unwelcome conduct of a sexual nature.
- In circumstances where a person would anticipate that the other person would be offended, humiliated or intimidated.

This includes:

- subjecting a person to any act of physical intimacy
- making, orally or in writing, any remark or statement with sexual connotations to a person or about a person in his or her presence
- making any gesture, action or comment of a sexual nature in a person's presence.

Reason

Legal	• Sexual Harassment Laws
Other Standards	Nothing specific
Other	Nothing specific

Standards

Supportive Workplace	Management shall maintain a working environment that is supportive of all workers speaking up and voicing their concerns in confidential and non-threatening environment
Issue resolution	Employee complaints and concerns shall be addressed in accordance with Dispute Resolution Policy.
Disciplinary Action	Immediate disciplinary action where complaints are found to be well founded.

Related Documents

- Legislation Register
- Dispute Resolution Policy
- Administration Manual
- Employment Agreements
- Operations Manual
- Contract for services

Scope / Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	All Employees and service providers

4. Sustainable Forest Management

Commitment and Objectives

PF Olsen Australia is committed to:

- Sustainable forest and land management;
- Promoting high environmental performance standards that recognise the input of the community in which we operate;
- Supporting an environment of continuous improvement in environmental performance;
- Applying the Principles and Criteria of the Forest Stewardship Council and the Criteria of the Australian Forestry Standard.

In order to achieve these commitments, Forest Managers and, where relevant, Group Certification Scheme Members will undertake the following:

- Planning of operations to avoid unnecessary degradation of ecological, heritage and amenity values;
- Compliance with all relevant laws and, where appropriate, exceed environmental statutory requirements;
- Compliance with the forest management standards and codes that operate in the relevant state or territory in Australia;
- Training for all workers to ensure an understanding of our commitment to high standards of environmental performance, their responsibilities under the law and to assist the implementation of sustainable forest management practices;
- Monitor environmental and socio-economic research and international agreements that may improve forest management practices;
- Regular forest management performance audits of operations;
- Supporting relevant research;
- Forest management in accordance with the principles and ethics of the National Forest Policy, and other relevant agreements, conventions and accords;
- Promotion of the prevention of waste and pollution;
- Promotion of the effective and efficient use of energy;
- Due regard for the well-being of the community.

Approval

Pat Groenhout – Managing Director

4.1 Forest tenure and resource rights

Objective

To:

- Define the basis by which tenure rights to land and forest resources managed by PF Olsen Australia are established.
- Recognise the existence of customary rights and the basis for exercising them.

Reason

Legal	<ul style="list-style-type: none"> • Native title laws • Planning and land use laws
Other Standards	<ul style="list-style-type: none"> • FSC® Criteria 2.1, 2.2, 2.3 and 3.2 • AFS Criteria 0.1, 1.3 and 8.1
Other	<ul style="list-style-type: none"> • Nothing specific

Standards

Legal access rights	<p>Except for where the law allows for fire or emergency purposes, no management activity will be entered into nor undertaken within a client estate without:</p> <ul style="list-style-type: none"> • Clear documentary evidence of legal ownership of the land or forests or rights as conveyed through other legal structures. • A formal legal contract or authority of engagement with the client.
Fees and Taxes	<p>Ensure that all fees, taxes and rates associated with the land have been paid.</p>
Customary rights	<p>Customary rights in existence or identified are to be recognised and may include but not be limited to:</p> <ul style="list-style-type: none"> • water supply rights • fishing & hunting access • traditional food gathering • rights-of-way • easements • grazing rights • recreational rights. •

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Customary rights (cont.)	<p>Subject to:</p> <ul style="list-style-type: none"> • health and safety concerns • operational considerations • underlying tenure structures • compliance with other laws.
Recognition and recording	<ul style="list-style-type: none"> • Where practical, such rights will be formalised through access permits or other formal or documented but informal means. • Recognised Customary Rights will be recorded in land information databases.
Disputes	<ul style="list-style-type: none"> • Tenure or rights disputes shall be resolved in accordance with the Dispute Resolution Policy.

Related Documents

- Dispute Resolution Policy
- Legislation Register
- Operations Manual
- Contract for services
- Best Practice Guidelines
- Management Plans
- Prescriptions

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Manager Forestry Systems • Regional and Business Centre Managers • Operational staff

4.2 Commercial Forest Resources

- Objective**
- Provide transparency to PF Olsen Australia’s stakeholders about measures adopted to maintain and enhance the commercial forest resources.
 - Assist in monitoring of the forest management performance of PF Olsen Australia.

Reason

Legal:	<ul style="list-style-type: none"> • Nothing specific
Other Standards:	<ul style="list-style-type: none"> • FSC® Criteria 1.6, 5.1, 5.2, 5.3 and 5.6 • AFS Criteria 4.1, 4.2, 4.3, 4.4, 4.5, 4.6 and 9.2
Other:	<ul style="list-style-type: none"> • Nothing specific

Standards

Defined Forest Area	For FSC® certified forest, the area of production forests, protected forests and high conservation value forests shall be calculated and published on the company website.
Sustained Yield	For each identifiable estate, a notional sustained yield shall be calculated and harvest volumes shall be reconciled against estimates. For FSC® certified forests, checks shall be made to ensure harvest levels can be permanently sustained.
Yield Modelling	Estate model scenarios developed to review sustainability of management shall follow based on a planning horizon applicable to scale and nature of the crop.
Carbon storage	A quantitative estimate of the current and future storage shall be maintained for forests with the defined forest area of AFS forests.
Client choice	Each stand shall be managed in accordance with client investment objectives, including, where appropriate, the forests capacity to maintain or enhance its contribution to carbon stores.

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Marketing	Wood marketing operations will strive to maximise value recovery for clients and where local processing is at least as favourable then this shall be preferred.
Waste Minimisation	Operational monitoring will be conducted to ensure wastage is minimised during harvesting operations.

Related Documents

- Resource Modelling – BPG
- Harvesting – BPG
- Management Plans
- Forest Management Agreements and Contracts

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Resources Manager • National Operations Manager

4.3 Use of Exotic Species and Genetically Modified Organisms

Objective

To:

- Provide transparency to PF Olsen Australia’s stakeholders about the rationale for the selection and use of exotic species and genetically modified organisms in forestry activities.
- Assist in monitoring of the forest management performance of PF Olsen Australia.

Reason

Legal	<ul style="list-style-type: none"> Genetically Modified Organism Laws
Other Standards	<ul style="list-style-type: none"> FSC® Criteria 6.8, 6.9, 6.10, 10.2, 10.3, 10.4, 10.8 and 10.9 AFS Criteria 3.7, 3.8, 3.9, 4.5 and 4.6
Other	The use of tree species in planted forests that do not grow on local sites is a legitimate and cost effective method for producing wood products for particular markets which demand particular wood properties.

Standards

No conversion	Exotic species will not be used in the process of conversion, or enrichment of natural forest or other protected ecosystems.
Wilding Controls	<p>Exotic species for which current knowledge suggests their use in a particular environment will pose risks of unwanted wilding spread beyond defined boundaries shall either not be used OR used subject only to agreed avoidance, remediation or mitigation strategies and controls as defined by stakeholder consensus and regulatory controls.</p> <p>Boundaries will be monitored periodically for wildings.</p>
Replanting	<p>When providing advice to prospective forest growers or managing replanting of harvested forests, species choice will be impartial, based on:</p> <ul style="list-style-type: none"> The economic costs and benefits of particular species and factors related to markets, expected revenues, growing costs and harvesting methods; Site and location specific characteristics related to geo-topographic and edaphic features and climate; Relative environmental risks or benefits; Relative risk profiles for the species options;

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Alternative species	Where specific environmental issues are to be addressed in any land management solution, consideration will be given to alternative species that can achieve those goals.
Genetic improvement	Every effort will be made to use the most appropriate genetically improved tree stocks for a given forestry purpose. However, Genetically Modified Organisms will not be used.
Client choice	Choice of species and the final management objectives of a forest are the prerogative of the owner. Such choices will be respected subject to compliance with the law and other environmental policies.

Related Documents

- Operations Manual
- Establishment - BPG
- Management Plans

Scope / Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • National Operations Manager • Regional and Business Centre Managers • Operational staff

4.4 Use of Chemicals and Biological Control Agents

Objective

To:

- Provide transparency to PF Olsen Australia’s stakeholders about the framework for the use of chemicals including pesticides, fertilizers, fuel and oils in forestry activities.
- Ensure that the risk of harm to workers and the environment is appropriately managed and eliminated as far as practicable.
- Assist monitoring the forest management performance of PF Olsen Australia.

A chemical means a material (which may be solid, liquid or gas, either pure or in a mixture) with more or less uniform properties used to conduct forestry operations.

Reason

Legislation	<ul style="list-style-type: none"> • Workplace Health and Safety Laws specifically regulations on hazardous substances • Dangerous Goods Laws • Agricultural and Veterinary Chemical Laws • Pest Plant and Animal Laws • Water Quality Laws
Other Standards	<ul style="list-style-type: none"> • FSC® Criteria 6.6, 6.7, 6.8, 10.6 and 10.7 • AFS Criteria 2.4, 5.3 and 5.6 • Australian Drinking Water Guidelines
Other	<p>Sustainable and productive forest management is contingent on the prudent use of :</p> <ul style="list-style-type: none"> • pesticides for the control of damaging or unwanted pest organisms including invasive or smothering plants, damaging fungal agents and vertebrate and invertebrate pests; • fertilizers to promote tree growth and correct nutrient deficiencies; and • biological control agents to control unwanted pest organisms.

Standards

Induction	Ensure workers are informed about the risks and benefits of using chemicals and advised of appropriate strategies for minimising risk.
Safety Data Sheets	Ensure safety data sheets are obtained from suppliers, examined and where necessary available to workers prior to using any chemical.
Risk Assessment	Ensure a risk assessment is conducted on all hazardous substances and FSC® highly hazardous chemicals, consider less harmful alternatives. Where there are no feasible alternatives, document reasons for the continued use of the chemical and methodology to minimise the quantities used on a particular area of forest in a specified period of time prior to use.
Mandatory Controls	<ul style="list-style-type: none"> • Chemicals will be used subject to applicable laws including label instructions or specially approved “off – label” conditions. • Pesticides will only be applied by businesses that hold the necessary licences. • Buffer zones will be maintained in accordance with local Codes of Practice and label conditions. • On FSC certified forests, only chemicals not listed on the highly hazardous register or subject to specific derogations will be used in accordance with the relevant conditions.
Biological Control Agents	Strict guidelines shall be documented to control and monitor the use of biological control agents that are necessary to protect the health of tree crops.
Operator Competency	Ensure that documentary evidence is available demonstrating all workers applying chemicals are properly licensed (where applicable) and trained to minimise health and environmental risks.

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Supervisors	Ensure all PF Olsen Australia employees who supervise chemical application operations hold a current Chemcert certificate.
Supervision	Ensure all pesticide and fertilizer application operations are supervised and the following records generated: <ul style="list-style-type: none"> • Quantity used; • Weather conditions during operation; • Name and qualifications of persons applying chemicals; and • Other information required by law.
Neighbour notification	Ensure neighbours are notified prior to aerial application of chemicals.
Site monitoring	Environmental monitoring shall be conducted as follows: <ul style="list-style-type: none"> • any chemical subject to specific derogations from the Forest Stewardship Council® will be monitored in accordance with the requirements of the derogation. • water quality monitoring will be conducted following the use of any chemical which has limits prescribed in the Australian Drinking Water Guidelines. <p>Results of such monitoring will be reported in line with stakeholder expectations and company policies.</p>
Reduced reliance	Chemical use will be recorded over time, publicly reported and efforts made to reduce chemical reliance through periodic review of formulation efficacy and alternatives, participation in relevant research, adoption of best industry practice.
Research	PF Olsen Australia will contribute to and participate in industry collaborative research and field trialling, including the Forest Industry Herbicide Consortium.

Related Documents

- Operations Manual
- Contract for services
- Integrated Pest Management - BPG
- Prescriptions

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Manager Forestry Systems • Regional and Business Centre Managers Operational staff

4.5 Fuel and oil management

Objective

To:

- Minimise the risk of uncontrolled entry of hydrocarbon products into the general environment and, in particular, waterways.
- Minimise the usage of fossil fuels.
- Provide for first line clean-up response.
- Promote responsible handling and disposal.
- Ensure legal compliance.

Reason

Legal	<ul style="list-style-type: none"> • Environment Protection laws
Other Standards	<ul style="list-style-type: none"> • FSC® Criterion 6.7 • AFS Criterion 6.5, 7.2

Standards

Mandatory Controls	<ul style="list-style-type: none"> • Oil and fuel will not be stored where there is the potential for those substances to enter a water body in the event of a spill or where there is a risk of the containers being ruptured during the course of the operation.
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<p>Mandatory Controls (cont.)</p>	<ul style="list-style-type: none"> • All contractors using heavy logging or earthmoving machinery shall be equipped with, and maintain, spill management arrangements that ensure spills are promptly contained and affected areas are appropriately remediated. • Oil and fuel storage areas will be bunded. Storage areas are areas where fuels and oils are stored for a period greater than one day. The bund must be large enough to hold the entire volume of the largest container. Bunds may be constructed of impervious soil materials. They must be constructed to prevent any outside storm water entry. • Oil and fuel containers will comply with AS 1940: The storage and handling of flammable and combustible liquids.
<p>Spill Management</p>	<ul style="list-style-type: none"> • Any fuel/oil spillages will be promptly cleaned up with appropriate products and affected areas remediated. • All spills not contained through the use of on-site spill containment tools must be reported and investigated in accordance with the Incident Management Process.
<p>Disposal</p>	<ul style="list-style-type: none"> • The deliberate dumping or disposal within the forest of used / waste oil or petroleum products is prohibited. All waste oil products should be dispatched to an appropriate recycling or reusing facility or agency. Because of heavy metal contaminants, used oils <u>are not</u> to be used for chain bar lubrication.

Related Documents

- Operations Manual
- Contract for services
- Prescriptions
- Contractor Monitoring Checklist
- Incident Management Process

**Scope /
Accountabilities**

Approval:	Managing Director
Formulation / Revision:	Manager Forestry Systems
Execution:	All Employees and service providers

4.6 Use and Control of Fire

Objective

To provide transparency to PF Olsen Australia’s stakeholders about:

- the use of fire as a forest management tool.
- plans and resourcing to minimise the impact of unplanned fires on client forest assets.

To assist in monitoring of the environmental performance of PF Olsen Australia.

Reason

Legal	<ul style="list-style-type: none"> • Fire Management laws
Other Standards	<ul style="list-style-type: none"> • FSC® Criteria 6.3 and 7.1 • AFS Criteria 2.4, 4.8 and 5.4
Other	Hazard reduction burning is a legitimate and cost effective method for the reduction of unwanted vegetation or slash and is essential to forest establishment, unplanned fire mitigation strategies and to remove risks to health and safety.

Standards

Fire preparedness	Subject to client instructions, plans and resources will be assembled to enable client forest assets to be protected from unplanned fires.
Mandatory Controls	<p>Fires shall not be lit on client forests without the express written permission of a Regional Manager. All prescribed fires shall be subject to:</p> <ul style="list-style-type: none"> • All legislative constraints and approvals.

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Mandatory Controls (cont.)	<ul style="list-style-type: none"> • Direction given by the relevant state rural fire authorities and any conditions given within Fire Permits issued. • All chemical use (lighting fluids, accelerants, retardants etc) will be conducted in accordance with relevant standards and codes of practice. <p>On FSC® certified forests, only chemicals specifically approved for use or subject to specific derogations will be used.</p>
Neighbour notification	Neighbours and local fire services will be notified prior to the use of fire.
Unplanned fires	<ul style="list-style-type: none"> • Unplanned fires on client forests shall be given the highest management priority until they are extinguished. • Details of unplanned fires shall be reported to clients as required.
Investigation	<ul style="list-style-type: none"> • The cause of all unplanned fires on client forests shall be reported and investigated in accordance with the Incident Management Process.

Related Documents

- Fire Manual
- Fire Management Plans
- Incident Management Process
- Planned Fire and Hazard Reduction Best Practice Guideline
- Contract for Services
- Leases

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • National Operations Manager • Regional and Business Centre Managers • Operational staff

4.7 Soil, Water and Biodiversity Protection

Objective

To:

- avoid, reduce or mitigate adverse environmental effects,
- protect indigenous ecosystems, and
- maintain or enhance special biodiversity and other conservation values.

To assist in monitoring the environmental performance of PF Olsen Australia.

Reason

Legal	<ul style="list-style-type: none"> • Soil, Water and Biodiversity Protection laws
Other Standards	<ul style="list-style-type: none"> • FSC® 6.2, 6.3, 6.4,6.5, 9.1, 9.2, 9.3, 9.4, 10.5, 10.6 and 10.8 • AFS Criteria 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 6.1, 6.2, 6.3, 6.4, 8.4 and 9.3
Other	Nothing specific

Standards

Induction	Ensure all workers are informed about and understand operational control measures to avoid, remedy or mitigate adverse effects on soil, water and biodiversity values.
Watercourses	All watercourses are to be protected from impacts with buffers as identified by laws, codes of practice, and other relevant standards.
Soil Values	All operations shall be conducted in a manner to minimise the risk of: <ul style="list-style-type: none"> • unplanned bulk soil movement, • nutrient loss, and • compaction.
Roads	All permanent roads shall be designed using approved engineering standards.
Rare and Threatened Species	All forests will be assessed for the actual or possible presence of rare and threatened species and operational plans will be modified to protect and where possible enhance sites where such species are known to occur.

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Native Vegetation	Native vegetation will be assessed for its significance and given a management priority. In all cases it will be managed to preserve or enhance biodiversity values identified.
Significant Values	For certified forests, relevant experts will be engaged to review internal assessments and recommend management plans to maintain and enhance significant conservation values. Copies of expert reports and management plans are available on request.
Supervision	Operational monitoring shall be conducted to ensure compliance with specified standards for all operations with the potential to impact on soil, water and biodiversity values.
Monitoring	Externally recognised standards shall be used to periodically quantify and monitor biodiversity values.
Hunting and fishing	The use of firearms, hunting, fishing, trapping and collecting are banned from the estate (except for scientific research or the control of vermin with proper permits).

Related Documents

- Legislation register
- Operations Manual
- Contract for Service
- Roding Standards Specifications
- Road Construction and Maintenance - BPG
- Significant Conservation Values - BPG
- Prescriptions
- Contractor Monitoring Checklist

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Manager Forestry Systems • Regional and Business Centre Managers • Operational staff

4.8 Cultural Heritage Protection

Objective

- To avoid adverse impacts on the cultural heritage of communities surrounding land and forests managed by PF Olsen Australia.
- To assist in monitoring the environmental performance of PF Olsen Australia.

Reason

Legal	<ul style="list-style-type: none"> • Cultural Heritage Protection Laws, especially laws associated with the protection of Indigenous or Aboriginal Heritage.
Other Standards	<ul style="list-style-type: none"> • FSC® Criteria 3.2 and 3.3 • AFS Criteria 8.1, 8.2, 8.3 and 8.4
Other	Nothing specific

Standards

Induction	Ensure all workers are informed about and understand operational control measures to avoid, remedy or mitigate adverse effects on cultural heritage values.
Due diligence	When PF Olsen Australia takes over management of a property, checks will be made to identify any known European or Indigenous sites or places on the property.
Consultation	For FSC® certified forests, consultation with relevant Indigenous groups will be undertaken to ensure that cultural heritage is managed in the most appropriate way.

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Training	Field staff managing FSC® certified forests will receive training in identifying and protecting indigenous cultural heritage.
Supervision	Operational monitoring shall be conducted to ensure operations do not impact adversely on cultural heritage values.

Related Documents

- Legislation register
- Operations Manual
- Contract for Service
- Significant Conservation Values - BPG
- Prescriptions

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Manager Forestry Systems • Regional and Business Centre Managers • Operational staff

4.9 Forest Access – noncommercial activities

Objective

To provide a framework for guiding usage of forests for public non-commercial informal and organised activities.

Reason

Legislation	Nothing specific
Other Standards	<ul style="list-style-type: none"> • FSC® Criteria 5.5 • AFS Criteria 4.9,8.4, 9.3
Other	Nothing specific

Standards

Non-commercial public usage	<p>As a broad principle forests will be available for non-commercial public usage for recreational, sporting, and club/team activities where such activities can be undertaken:</p> <ul style="list-style-type: none"> • In daylight hours. • In a safe manner to the participants of the activities or third parties. • Subject to any conditions or constraints imposed by owners of the forests, owners of lands under the forests and any other jurisdictional authority. • Without causing damage, hazard or inconvenience to the forest owner’s commercial activities. • Within the constraints of fire plans and any fire risk assessments. • In compliance with the law.
Access permits	<p>Other than in areas publicly signposted as open to the public, all access will be strictly controlled through permits issued at company offices or through parties with delegated authority such as nominated security managers to ensure activities may be undertaken without conflict or risk between them.</p> <p>Access, particularly for organised activities may require provision of specific bonds and insurances depending upon the nature of the proposed activity.</p>

Related Documents

- Operations Manual
- Access permits

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Regional Managers • Operational staff

4.10 Forest Access – Commercial, Non-timber usage

Objective To provide a framework for guiding usage of forests for external third party commercial purposes.

Reason

Legislation	<ul style="list-style-type: none"> Environment Protection and Biodiversity Conservation Act
Other Standards	<ul style="list-style-type: none"> FSC® Criteria 1.3, 5.4 and 5.5 AFS Criteria 4.9
Other	<ul style="list-style-type: none"> Convention for the International Trade of Endangered Species (CITES).

Standards

Eligibility	<p>Generally forests will only be available for limited alternative third party commercial usage where such activities can be undertaken without causing damage, hazard or inconvenience to the forest owner’s commercial activities.</p> <p>The collection of any plant materials for commercial purposes must comply with relevant laws covering such material, including the Convention for the International Trade of Endangered Species (CITES).</p>
Controls	<p>Generally such activities must be able to be conducted:</p> <ul style="list-style-type: none"> In daylight hours; In a safe manner to the participants of the activities and third parties; Subject to any conditions or constraints imposed by owners of the forests, owners of lands under the forests and any other jurisdictional authority; Within the constraints of fire plans and any fire risk assessments; In compliance with all laws; In compliance with these policies and standards.

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Conditions	Such commercial activities must be conducted: <ul style="list-style-type: none"> • Subject to a commercial agreement executed between themselves (or legally appointed representative) and PF Olsen Australia as agent for the land or forest owner. • Subject to prompt payment of any rental, lease or royalty when such fall due. • Subject to provision of specific bonds and insurances depending upon the nature of the proposed activity.
Grazing	Forest grazing shall only be granted where such activity can be controlled to ensure no damage or destruction to riparian margins or protected ecosystems as defined in forest maps.

Related Documents

- Operations Manual
- Leases

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Regional Managers • Operational staff

4.11 Group Certification

Objective

To demonstrate its commitment to FSC® Principles and Criteria, PF Olsen Australia provides the opportunity to direct clients and other forest growers to certify their forest management practices.

Reason

Legislation	Nothing specific
Other Standards	<ul style="list-style-type: none"> FSC standard for group entities in forest management groups FSC-STD-30-005 (V1-0) EN
Other	<p>Participation in a Group Certification Scheme provides forest owners and managers with the opportunity to:</p> <ul style="list-style-type: none"> distribute the costs of certification access competent and reliable systems, processes and procedures better ensure compliance with complex legislative and regulatory requirements learn from the successes and failures of other Members contribute more effectively to discussion and debate on forest management issues in relation to certification benefit from continual improvement in systems, processes and procedures, and access restricted markets in a more cost-effective manner.

Standards

Group Manual	The Manager Forest Systems shall develop and maintain documentation that outlines the rules of membership of PF Olsen Australia Group Schemes.
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Related Documents

- Group Certification Manual
- ForestSmart Group Certification Manual
- Group Member Agreements

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	Manager Forestry Systems

4.12 Use of logos and Chain of Custody

Objective

To:

- Describe arrangements for handling of logs and other products harvested from Certified Forests to ensure they can be sold as certified products.
- Describe rules for the use of FSC®, AFS and other logos and trademarks.

Reason

Legislation	Nothing specific
Other Standards	<ul style="list-style-type: none"> • FSC® Criterion 8.3 • FSC® Standard FSC-STD-40-004 • AFS Criterion 0.2 • AS4707
Other	Nothing specific

Standards

PF Olsen CoC Certificates	<p>Group members or PF Olsen Australia must use an approved (certified) chain of custody tracking system:</p> <ul style="list-style-type: none"> • The PF Olsen’s WoodTrack system in FIPS meets the certification chain of custody requirements. • Special docket books containing the PF Olsen certification number are printed for use only with the appropriate certified forests. WoodTrack Managers are automatically notified of the certification status of a forest and issue the correct books. • WoodTrack will automatically show the PF Olsen Australia certification number on the log docket summaries.
Other CoC Certificates	<p>Other companies or log buyers that have Chain of Custody certification can use their own systems to track certified forest produce. These systems must:</p> <ul style="list-style-type: none"> • Comply with the certification requirements. • Have a current chain of custody certificate.

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Control of Trademarks and Logos	<ul style="list-style-type: none"> • Use of FSC®, AFS and other registered trademarks must comply with the relevant licence agreements. • Forest managers and group members must seek permission from the Manager, Forestry Systems prior to using any registered certification trademarks or logos
Control Standards	<ul style="list-style-type: none"> • Statements about certified forest products are strictly controlled. Forest managers and group members must seek permission from the Manager, Forestry Systems prior to making statements or claims about certified forests or certified forest products.

Related Documents

- Chain of Custody Manual
- Log docketts
- Tax invoices

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Manager Forestry Systems • Senior Managers • Operational Staff • Group Members

5. Stakeholder Engagement and Communication

Policy and Objectives

PF Olsen Australia is committed to undertaking active, effective and meaningful stakeholder engagement in relation to its activities on behalf of clients. In undertaking stakeholder engagement and community consultation, we aim to:

- Ensure engagement with stakeholders that are directly affected by our management activities;
- Maintain and enhance our reputation and license to operate, and that of our clients, within the communities where we operate;
- Actively manage significant issues to minimise negative and maximise positive outcomes for our clients and stakeholders;
- Demonstrate best practice in sustainable forest management and ensure delivery against our commitments to the Forest Stewardship Council Principles and Criteria;
- Ensure compliance with our Sustainable Forest Management Policy, in relation to stakeholder engagement.

We will achieve this by:

- Actively identifying and managing issues which are likely to affect or generate interest by stakeholders;
- Actively identifying stakeholders that are likely to be affected by or have influence over our management activities;
- Providing clear and effective communication to stakeholders;
- Actively responding to stakeholder needs and concerns in relation to our activities;
- Providing a framework for documenting stakeholder issues, planning for stakeholder engagement and generating continuous improvement in management practices.

Approval

Pat Groenhout – Managing Director

5.1 Clients

Objective

To:

- Achieve client objectives and add value to their investments.
- Avoid or manage conflicts of interest.
- Work within the professional capabilities of our staff and business partners.
- Deliver services and required outputs within pre-approved budget constraints.

Reason

Legislation	Nothing specific
Other Standards	Nothing specific
Other	Nothing specific

Standards

Fit for purpose	The output of the job must serve the purpose for which the client intends to use it. In order to ensure this, written disclaimers should alert clients to uncertainties with respect to input variables.
Time frame	Do not commit to jobs unless the necessary resources are available to complete the task on or before the required completion date.
Conflict of Interest	<ul style="list-style-type: none"> • Declare any potential or perceived conflicts of interest with clients. Manage such conflicts with the agreement of clients.
Minimum involvement in public prospectuses	<p>Do not supply "parts" of a prospectus, unless PF Olsen Australia is in a position to scrutinise the other forestry related inputs.</p> <p>Our minimum involvement must include:</p> <ul style="list-style-type: none"> • A physical inspection of project land and forest (if any) included in the offer to the public. • An audit of the basis for statements of land and forest descriptions. • An audit of both the input parameters and results of projections with regard to costs and revenues included in the prospectus.

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External inputs for cost estimates	<p>Prior to preparing a cost estimate:</p> <ul style="list-style-type: none"> • Check that all information necessary to complete the job is available. • Make clear to the client what information or other resources they need to provide. • Assess time required to complete the work and when the client needs to supply essential information in order to complete the work within a given time frame.
Full disclosure	<p>Prior to beginning new work:</p> <ul style="list-style-type: none"> • Prepare a detailed quote which includes clear details of the services to be provided, including costs and time frames. • Discuss the quote with the client as required. • Exchange a contract prior to commencing work. • Make clear to the client whether we are acting in an agency or principal capacity, and the risks associated with each type of engagement.

Related Documents

- Operations Manual
- Financial Authorities Manual
- Letter of Commission and other template agreements

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Operational Staff

5.2 Neighbour and Local Community Consultation

Objective

To:

- Behave as a good neighbour in all circumstances and build a relationship of trust and partnership with neighbours and local community interests.
- Assist in the fair assessment and avoidance, remediation or mitigation of adverse effects on local stakeholders who may have an interest in or be affected by impacts resulting from management decisions.
- Avoid or minimise risks of misunderstandings between forest managers and forest stakeholders or the development of obstructive or conflict oriented behaviours between the parties.

Reason

Legislation	Nothing specific
Other Standards	<ul style="list-style-type: none"> • FSC® Criteria 4.1, 4.4 and 5.5. • AFS Criteria 2.1, 2.3, 2.4 and 9.1
Other	Nothing specific

Standards

Identify stakeholders	<p>Identify and maintain details of those parties who will or could be affected by or have influence on any proposed forest management activities:</p> <ul style="list-style-type: none"> • Make reasonable efforts to contact such individuals or groups as appropriate. • Document the consultation process and seek to modify operational strategies as practicable to accommodate requests of consulted parties.
Prior notification	Provide prior notice to neighbours and local statutory authorities about activities which have the potential to impact offsite and as practicable to accommodate requests of consulted parties.
Fire	Actively contribute to local and regional fire management by working with neighbours, local fire authorities and other land managers.

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Weeds and pest animals	Work with neighbours and local authorities to ensure effective management of issues of mutual concern, including weed and pest animal control, road maintenance and shared fencing.
Contribute locally	Generate local employment opportunities and favour local procurement within the communities that we operate.

Related Documents

- Operations Manual
- Best Practice Guidelines
- Prescriptions

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Manager Forestry Systems • Regional and Business Centre Managers • Operational staff

5.3 Indigenous Community Engagement Policy

Objective

To provide a meaningful framework for:

- Engagement with recognised Indigenous community representatives in relation to existing legal rights and traditional indigenous uses of forests under management by PF Olsen Australia
- Effective engagement with Indigenous communities in the identification and management of heritage sites of cultural significance within forests managed by PF Olsen Australia.

Reason

Legal	<ul style="list-style-type: none"> • Aboriginal Heritage Protection laws
Other Standards	<ul style="list-style-type: none"> • FSC® Criterion 3.1, 3.2, 3.4 and 4.4 • AFS Criterion 8.1 and 8.2
Other	Nothing specific

Standards

Legal rights	Managers shall determine the legal status of any existing rights in forests managed on behalf of clients
Customary rights	Managers shall actively seek to identify existing Indigenous peoples with customary or traditional use rights to forest resources in forests managed on behalf of clients
Representative bodies	Managers shall identify and consult with local and or regional Aboriginal Land Councils and or other recognised representative bodies in relation to existing legal rights and customary or traditional use rights
Constructive consultation	Managers shall incorporate the results of consultation with indigenous communities into forest management planning and activities
Formal recognition	PF Olsen Australia shall formally recognise the input of Indigenous groups and people into management planning and activities through formal mechanisms and where necessary provide appropriate compensation for the use of traditional knowledge and indigenous intellectual knowledge.

Related Documents

- Operations Manual
- Management Plans

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Manager Forestry Systems • Regional and Business Centre Managers • Operational staff

5.4 Contractors and Forest Workers

Objective To provide a meaningful framework for engagement with contractors and forest workers in relation to working conditions and workplace health and safety.

Reason	Legal	<ul style="list-style-type: none"> Workplace Health and Safety laws Employment and Fair Contracting Laws
	Other Standards	<ul style="list-style-type: none"> FSC® Criterion 4.3 AFS Criteria 9.1 and 9.6
	Other	<ul style="list-style-type: none"> In undertaking forest management activities, we recognise the important role that contractors play in the services we provide to our clients.

Standards	Communication	Actively communicate with contractors about our policies and procedures where they have the potential to impact on operations.
	Disputes	Respond in a timely and effective manner to all concerns and complaints in good faith and with best efforts to reach agreement and where such agreement is not reached apply our Dispute Resolution Policy.
	Audits	Undertake audits and inspections to ensure compliance with workplace health and safety and other regulatory requirements governing our activities.
	Practical assistance	Assist contractors to improve their own business practices by supplying practical solutions and other resources where deficiencies are identified
	Workers rights	Respect the rights of workers to organize and voluntarily negotiate with their employers in accordance with Australian law.

- Related Documents**
- Dispute Resolution Policy
 - Operations Manual
 - Management Systems for Contractors
 - Contracts for Service

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Manager Forestry Systems • Regional and Business Centre Managers • Operational staff

5.5 Workplace Consultation

Objective

- To provide a meaningful framework for ongoing consultation with PF Olsen Australia staff and employees in respect to all workplace issues and concerns.
- To ensure all staff proactively raise concerns and suggestions for improvement so that they can be addressed promptly.

Reason

Legal	Workplace Health and Safety and Employment laws with respect to consultation duties
Other Standards	AS4801 – Occupational Health and Safety Systems – Specification with guidance for use
Other	Nothing

Standards

Weekly Update	Staff are encouraged to report weekly activity to all other staff via a weekly email.
Toolbox meeting	<ul style="list-style-type: none"> • Each Business Centre Manager shall convene a toolbox meeting on a monthly basis to discuss issues with other work group members. • Formal minutes of these meetings shall be recorded and distributed to other staff.
Notices	As issues of concern arise, formal notices will be distributed to staff outlining changes in policies and procedures. These notices should be discussed and minuted in subsequent tool box meetings.

Related Documents

- Dispute Resolution Policy
- Administration Manual
- Employment Contracts

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Regional and Business Centre Managers • Operational staff

5.6 Dispute Resolution

Objective

To provide a structured approach for resolving complaints that is fair and equitable, and will lead to solutions that are acceptable to all parties.

A **complaint** is an expression of dissatisfaction related to activities, operations, policies or the complaints handling and dispute resolution process itself by employees, contractors, neighbours, clients, suppliers or other stakeholders with an interest in our operations, where a response or resolution is explicitly or implicitly expected.

A **dispute** is a complaint that cannot be resolved by the relevant Regional or Business Centre Manager to the satisfaction of all parties within 7 business days.

Reason

Legal	<ul style="list-style-type: none"> • Workplace Health and Safety laws • Employment laws • Trade Practices Act and related consumer protection laws • Equal Opportunities and Human Rights laws • Native Title laws • Fair Contract laws
Other Standards	<ul style="list-style-type: none"> • FSC® Criterion 4.5 • AFS Criterion 2.3
Other	Nothing specific

Standards

Complaints	The Regional or Business Centre Manager is responsible for ensuring that all complaints are addressed as required and recorded in the relevant Stakeholder Communication register.
Disputes	Where an issue cannot be resolved disputes shall be notified to the Manager Forestry Systems who shall acknowledge receipt of complaint in writing and advise complainant of dispute resolution mechanisms available and, where applicable, the likely costs involved.
Fair	All relevant parties shall agree to the mechanism to be used to resolve the dispute and the persons engaged to assist in finding acceptable solutions.
Sensitive	Disputes shall be resolved confidentially by persons appropriately trained to address the subject matter in a culturally appropriate manner.
External authorities	Dispute resolution mechanisms shall respect the jurisdiction of courts, administrative tribunals and external authorities or organisations and where applicable matters shall be referred to these bodies whenever the parties are unable to agree to an appropriate dispute settlement mechanism within 45 days.

Related Documents

- No Bullying Policy
- Sexual Harassment Policy
- Operations Manual
- Administration Manual

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Manager Forestry Systems • Regional and Business Centre Managers

5.7 Accessibility of Information

- Objective**
- To
- Provide transparency to PF Olsen Australia’s stakeholders about the accessibility of information.
 - Protect the privacy of relevant stakeholders and business partners.
 - Protect confidential information.

Reason

Legal	<ul style="list-style-type: none"> • Privacy Laws
Other Standards	<ul style="list-style-type: none"> • FSC® Criterion 7.4 and 8.5 • AFS Criterion 2.6
Other	Nothing specific

Standards

Website	<p>Non-commercial information on PF Olsen Australia’s forest management activities will be made available to the public by way of the company website. Reporting will include, but not necessarily be limited to:</p> <ul style="list-style-type: none"> • Forests managed and management plans associated with those forest areas. • Statistics related to forest areas and land management categories. • Access to audit reports provided by certification bodies. • Summaries of key environmental parameters such as chemical use and details of significant conservation values.
Policies	Company policies will be available to the public.
Inductions	PF Olsen Australia will seek to ensure all staff, contractors and clients have relevant knowledge of its policies and the requirements of relevant external standards.
Non-commercial information	PF Olsen Australia will seek to engage openly and constructively with stakeholders and the general public with regards to information of a non-commercial nature.

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Confidential and Private Information	<ul style="list-style-type: none"> • Data and information shall only be used for the reasons it was first provided. • No information shall be released publicly without first obtaining written consent from the relevant client or party from whom the information was first received. • All external confidential correspondence shall be marked “Commercial in Confidence”.
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Related Documents

- PF Olsen website
- Privacy Policy
- Operations Manual
- Management Plans
- Administration Manual
- Contracts

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Manager Forestry Systems • Regional and Business Centre Managers • Operational staff

6. Learning and Continuous Improvement

Commitment and Objectives

- PF Olsen Australia will be a learning organisation guided by the complementary philosophies of continual improvement and adaptive management.
- PF Olsen Australia will establish a comprehensive and systematic approach to learning and change management. Risk management shall be fundamental to this approach. Risks include, but are not limited to, staff training, professional development, health and safety hazards, environmental aspects, social impacts and circumstances that impact operational efficiency and effectiveness.
- Continual improvement and adaptive management will be informed by internal and external audits as well as debriefing of reactive responses to incidents or system failures.
- Effecting change from the insights gained requires capturing this new knowledge and understanding for deployment within the company. Staff training and development will be central to this.
- As a learning organisation, PF Olsen Australia will provide a sophisticated training and development framework which delivers staff growth aligned with business strategy.

We aim to:

- Behave as a learning organisation in supporting staff training and development with the intent to continuously improve the company and enhancing relevant skills and capabilities throughout the organisation.
- Encourage and resource staff to undertake training which benefits their development and the success of PF Olsen Australia.
- Provide a framework for training and development which is readily understood by and accessible to staff.
- Utilise all opportunities for training and development, including formal and informal as well as internal and externally provided training.
- Establish a holistic, risk based systematic approach to management.

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We will achieve this by:

- Developing and implementing a structured approach to training and development through a dedicated strategy and company plan.
- Engaging and communicating with all staff about the importance and benefits of training and development.
- Regularly reviewing and updating training and development priorities in line with business strategy and new knowledge and understanding gained from continual improvement and adaptive management processes.
- Embedding the three steps of risk identification (issue evaluation and issue control and management) into all of our business processes.
- Instigating review processes reactively following incidents or system failures and proactively via planned reporting and audits.

Approval

Pat Groenhout – Managing Director

6.1 Policies

Objective To demonstrate a commitment to the standards and principles to which PF Olsen Australia subscribes, including:

- FSC® Principles and Criteria;
- AS4708 Australian Standard – Sustainable Forest Management;
- ISO14001 – Environmental Management Systems – Specification with guidance for use;
- AS/NZS 4801 – Occupational Health and Safety Systems – Specification with guidance for use;
- ISO9001 – Quality Systems – Specification with guidance for use.

Reason

Legal	Nothing specific
Other Standards	<ul style="list-style-type: none"> • AFS Criterion 1.1
Other	Nothing specific

Standards

Policies	<p>Current versions of the following policies shall be endorsed by all the most senior manager in the Office and displayed in a location accessible by employees and where applicable members of the public:</p> <ul style="list-style-type: none"> • Workplace Health and Safety • Sustainable Forest Management • Stakeholder Engagement and Communication • Learning and Continuous Improvement
Review	<p>Current policies have been developed for issues that apply to the entire business and are based on legal or other requirements. They are subject to change based on feedback from stakeholders and external auditors. In all cases they shall be reviewed biannually. Where other matters that apply to the entire business are identified, new policies may be created.</p>

Related Documents

- Workplace Health and Safety Policy
- Sustainable Forest Management Policy
- Stakeholder Engagement and Communication Policy
- Learning and Continuous Improvement Policy

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	Business Centre Managers

6.2 Risk Management

Objective

To ensure:

- **Risks are identified** (if we realise that a risk exists, we are 90% of the way to avoiding it or managing the potential impact).
- **What can and should be done** to eliminate or mitigate risks is known prior to doing something.
- **The resources** to do what is necessary are available.

Risks include:

- Workplace health and safety risks
- Environmental risks
- Business administration risks
- Land ownership / tenure risks
- Forest establishment/tending risks
- Forest protection risks
- Statutory risks
- Harvesting and marketing risks.

Reason

Legal	Nothing specific
Other Standards	<ul style="list-style-type: none"> • FSC® Criteria 1.1, 4.4, 6.1,, 7.1, 7.3, 8.4 and 10.1 • AFS Criteria 1.2, 3.3. and 9.5 • ISO14001 – Environmental Management Systems – Specification with guidance for use • AS4801 – Occupational Health and Safety Systems – Specification with guidance for us • ISO9001 – Quality Systems –Specification with guidance for use
Other	<ul style="list-style-type: none"> • Nothing specific

Standards

Workplace Health and Safety Hazard Assessment	All tasks and operational sites shall be subject to a formal workplace health and safety assessment. Such assessments should be reviewed every time conditions change.
Environmental impact assessment	Planned forestry operations that may be reasonably foreseen to have the potential to cause impact upon the stability, function or quality of the environment upon, within, or adjacent to the areas in which they are practiced shall be subject to an environmental risk assessment.
Social impact assessment	<p>A social impact assessment will be conducted where a proposed operational procedure:</p> <ul style="list-style-type: none"> • Involves a business method to the detriment of some; • Alters the way in which people have normally utilised their living or working environment; or • Alters access to long established traditional rights; or • Directly adversely impacts individuals at a scale that cannot be dealt with on a one-to-one basis

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<p>Assessment Method</p>	<p>For each of the above, the assessment may reflect the nature and scale of the operation concerned BUT SHALL nevertheless comprise the following systematic elements:</p> <ul style="list-style-type: none"> • A review of the impacted elements. • An assessment of the magnitude and probability of impacts occurring where the significance of the issue will require additional client resources to manage. • Establish linkages between those factors identified as high adverse risk and / or impact and the operational prescriptions designed to avoid remedy or mitigate those impacts. • Document the assessment including decisions of “Null effect”.
<p>Assessment Method continued</p>	<p>Assessments may be conducted simultaneously or independently. The outcomes of such assessment shall be documented in:</p> <ul style="list-style-type: none"> • Regional plans to identify and consider regional impacts • Individual property management plans to consider impacts at a local level; • Best practise management guidelines to consider possible impacts of particular activities; or • Operational plans to consider local activity specific impacts.
<p>Legal Register</p>	<ul style="list-style-type: none"> • Maintain up-to-date access to or references on laws and regulations affecting or controlling company operations in a register. • Maintaining ready access for managers and supervisors to legislation, codes of practice and other standards relevant to their area of responsibility.
<p>Consent Register</p>	<ul style="list-style-type: none"> • Maintain an active process for managing the procurement, monitoring and control of legally enforceable regulatory consents and authorities.

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Management Plans	<ul style="list-style-type: none"> • Management Plans shall be documented for all managed forests. Where many similar forests are owned by the same client in a discrete geographic region, a Regional Management Plan may be developed to deal with regional issues. In all cases individual property management plans shall be documented to identify specific issues and values at a property level. • Management plans may also be developed to manage an issue within a region on behalf of multiple clients.
Management Plans continued	<ul style="list-style-type: none"> • The primary purpose of management plans is to state specifically the management objectives for a forest and ensure that a client is well informed about the management intent. • Management plans are generally reviewed at least every 5 years, but the assumptions stated in management plans underpin annual budgets prepared for clients.
Targets	<ul style="list-style-type: none"> • Measurable targets shall be established for each policy standard at the relevant function and level within the organisation.

Related Documents

- Management Plan Templates
- Business Plans

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	Business Centre Managers

6.3 Staff and Resources

Objective To ensure managers and staff:

- Are sufficiently informed and disciplined to manage risks in accordance with plans and policies.
- Have sufficient resources to manage risks in accordance with plans and policies.

Reason	Legal	Nothing specific
	Other Standards	<ul style="list-style-type: none"> • FSC® Criteria 7.1 and 7.3 • AFS Criterion 1.3 and 9.4 • ISO14001 – Environmental Management Systems – Specification with guidance for use • AS4801 – Occupational Health and Safety Systems – Specification with guidance for use • ISO9001 – Quality Systems –Specification with guidance for use
	Other	<ul style="list-style-type: none"> • Nothing specific

Standards	<p>Ultimate responsibility</p> <p>Ultimate responsibility for the implementation and management of this system rests with the Board of Directors of PF Olsen Australia and the Managing Director.</p> <p>The Board and Managing Director will:</p> <ul style="list-style-type: none"> • Ensure that PF Olsen Australia’s policies and objectives are met. • Oversee the development, implementation and review of the Management System. • Ensure that responsibilities of all staff are clearly defined in job descriptions and reviewed as part of staff performance appraisals. • Ensure staff are adequately resourced to undertake identified responsibilities. • Keep the organisation informed of plans and operating results.
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<p>Management Representative</p>	<p>The Manager, Forestry Systems has responsibility and authority to develop and review the management system.</p> <p>The Manager, Forestry Systems is responsible for ensuring relevant documentation is maintained and updated consistent with external requirements and the principles of continuous improvement.</p> <p>To achieve this, the Manager, Forestry Systems will ensure:</p> <ul style="list-style-type: none"> • All relevant documentation is adequately maintained and controlled. • Monitoring records are maintained and reviewed. • Training opportunities are made known to staff and staff training needs are met. • Managers carry out their responsibilities consistent with this management system. • All employees, contractors and visitors implement and comply with PF Olsen Australia’s policies and standards. • Regular internal and external audits of the system are undertaken. • Staff are effectively consulted in the development and review of policies and procedures. • New and reviewed policies are approved by the Senior Management Team or relevant executive manager prior to implementation.
<p>Financial Authorities</p>	<p>Financial authorities are documented specifically in the Financial Authorities Manual.</p>
<p>Specific roles and responsibilities</p>	<p>Roles, responsibilities and authorities shall be defined, documented and communicated through:</p> <ul style="list-style-type: none"> • Position descriptions for all staff. • Controlled system documentation including policies, manuals, best practice guidelines, contracts, prescriptions and operational plans.

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Recruitment	PF Olsen Australia will recruit competent personnel and contractors to manage or undertake the operations required of them to minimise risks and maximise returns to PF Olsen Australia and its clients.
Induction	Ensure all workers receive a full induction in the policies, systems and expectations of PF Olsen Australia as required to meet performance objectives and to perform their duties correctly.
Training	Provide or facilitate training for direct and indirect employees to improve knowledge of: <ul style="list-style-type: none"> • Workplace health and safety and environmental management techniques and strategies • New innovations in forest management • Business improvement skills.
Conferences and meetings	Provide relevant opportunities to staff to attend relevant industry conferences and meetings.

- Related Documents**
- Financial Authorities Manual
 - Administration Manual
 - Training Strategy and Plan

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Executive Management Team • Business Manager

6.4 Operational Control

- Objective**
- Measures selected to avoid, reduce or mitigate impacts of activities are described and provided to relevant workers in an appropriate form considering factors such as language and cultural diversity.
 - Ensure routine business practices are documented and understood by relevant employees and contractors.

Reason

Legal:	Nothing specific
Other Standards:	<ul style="list-style-type: none"> • FSC® Criterion 6.5 • AFS Criterion 1.3 • ISO14001 – Environmental Management Systems – Specification with guidance for use • AS4801 – Occupational Health and Safety Systems – Specification with guidance for use • ISO9001 – Quality Systems –Specification with guidance for use
Other:	<ul style="list-style-type: none"> • Nothing Specific

Standards

Manuals	<p>Maintain, review and update the following manuals:</p> <ul style="list-style-type: none"> • Operations Manual to document expected standards for dealing with clients and the relevant business processes. • Administration Manual to document expected standards for managing staff and employees and the relevant business processes. • Other special subject manuals as identified elsewhere in these policies.
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Prescriptions	<ul style="list-style-type: none"> • Maintain, review and update prescription templates for all activities as per the Operations Manual. • Prescriptions are used to inform contractors about specifications of the services required and are based on best practice requirements identified in relevant best practice guidelines. • No operation may occur without a prescription being supplied to the contractor prior to commencement of the operation.
Site safety plans	<ul style="list-style-type: none"> • Maintain, review and update site safety plans for all properties. • Site safety plans include emergency response information; and • Details of specific hazards known to occur on each site. • Site safety plans shall be reviewed prior to the commencement of new operations by contractors.

Related Documents

- Operations Manual
- Administration Manual

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	Operational Staff

6.5 Emergency and Business Continuity Management

Objective

To ensure that adequate procedures are in place to minimise the loss resulting from any unplanned situation that may adversely affect our employees, contractors, clients or shareholders.

An emergency situation is any unplanned event that interrupts our normal activity and demands immediate attention to contain and prevent further harm, damage, impact or loss.

The following emergency matters will be taken into consideration when developing emergency response procedures:

- Fire
- Medical emergency
- Chemical or bulk fuel spill
- Extreme weather event
- Unauthorised intruders
- Motor vehicle incident
- Stakeholder outrage
- Business interruption

Reason

Legal	Nothing specific
Other Standards	<ul style="list-style-type: none"> • FSC® Criterion 6.5 • ASF Criterion 1.3 • ISO14001 – Environmental Management Systems – Specification with guidance for use • AS4801 – Occupational Health and Safety Systems – Specification with guidance for use • ISO9001 – Quality Systems –Specification with guidance for use
Other	Nothing specific

Standards

Plans	<ul style="list-style-type: none"> • Each Business Centre office will have documented response plans for the types of emergencies identified above where relevant. • Response plans for PF Olsen Australia office shall comply with the requirements of legislation and relevant standards. • PF Olsen Australia staff shall verify emergency arrangements with contractors prior to operations commencing.
Wardens	Each Office will have designated employees (a minimum of two) who are appropriately trained to take control in an emergency and apply first aid.
Testing and awareness	Emergency plans shall be reviewed in toolbox meetings at regular intervals of no greater than 12 months apart. Office evacuation procedures will be verified with all affected personnel.

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Regional and Business Centre Managers • Wardens

6.6 Incident Reporting and Investigation

Objective

To:

- Provide for the timely mitigation or remediation of the effects of incidents;
- Provide for the systematic recording and evaluation of incidents.
- Facilitate analysis of causes and impacts of incidents;
- Provide an informed basis for alteration of operational procedure, techniques and training;
- Provide mechanism for consistent professional conduct and recording of incidents;
- Provide mechanism for reporting salient details of incidents in a timely manner to regulators, clients and affected parties;
- Ensure information released publicly has been scrutinised to ensure adverse legal implications are minimised for PF Olsen Australia and where practical its clients.

An incident includes:

- An actual physical or procedural event:
 - that has, or could have, caused a work injury or occupational illness which may also involve property damage, product loss or interruption of work; or
 - damages or has potential to damage to the wider environment; or
- A non-compliance or unsatisfactory performance notice or audit from a Regulatory Authority; or
- A non-compliance or unsatisfactory corrective action resulting from internal monitoring or audits.

Reason

Legal	<ul style="list-style-type: none"> • Workplace Health and Safety Laws; • Fire Prevention Laws; • Environment Protection Laws; with respect to incident notification
Other Standards	<ul style="list-style-type: none"> • AFS Criterion 1.4 • ISO14001 – Environmental Management Systems – Specification with guidance for use • AS4801 – Occupational Health and Safety Systems – Specification with guidance for use • ISO9001 – Quality Systems –Specification with guidance for use

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Other	Client forest management agreements
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Standards

FIPS	Maintain an operative process for the reporting, recording, investigation, monitoring and rectification (where possible) of all incidents.
Report	Require prompt reporting (within 12 hours) of all incidents related to the operational activities or environments managed by the company.
Notify	Notify senior management and where relevant the appropriate Regulatory Authorities of all incidents.
Consult	Consult in a timely fashion (including immediately where property or safety is at risk) with any third parties that may be or are adversely impacted by an incident.
Corrective Action	Immediately undertake (where relevant) all practical and safe steps to remedy or mitigate the adverse effects of any incident.
Preventative Action	Initiate practical steps including physical actions, investigations, training and procedural change to reduce the probabilities of repeat incidents of a similar nature.
Review	Monitor and report incident statistics

Related Documents

- Induction Manual
- Incident Management Process
- Contracts

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Manager Forestry Systems • Regional and Business Centre Managers • Operational staff

6.7 Monitoring and Measurement

Objective

To:

- Provide for the timely recognition of deviations of those anticipated from a planned action;
- Provide for the timely avoidance, mitigation or remediation of any evolving undesirable impacts, effects or loss of sustainable capacity;
- Provide an analysis capability for internal auditing, training and operational performance improvement within the company;
- Acquire and record information related to the execution of operations that are subject to legal controls and conditions or that could involve risk of prosecution.

Reason

Legal	Nothing specific
Other Standards	<ul style="list-style-type: none"> • FSC® Criteria 8.1, 8.2 and 8.4 • AFS Criteria 1.4 and 3.5 • ISO14001 – Environmental Management Systems – Specification with guidance for use • AS4801 – Occupational Health and Safety Systems – Specification with guidance for use • ISO9001 – Quality Systems –Specification with guidance for use
Other	<ul style="list-style-type: none"> • Nothing specific

Standards

Operational close out	Implement an active process for the establishment, management, and closeout of higher risk operations involving fire, harvesting, engineering, mechanical land preparation, establishment and chemical applications.
Monitoring framework	Implement a controlled framework for the regular monitoring, self-audit, and application of corrective actions and transfer of accountabilities and responsibilities as relevant to specified operations.
Monitoring tools	Provide tools that will enable managers and contractors to monitor their performance over time.

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Forest Outputs	Monitor commercial and non-commercial outputs from the forests.
Forest growth	Maintain a permanent sampling system for key forest growth parameters, forest health and nutrition status.
Biodiversity	Maintain a monitoring strategy for identified indigenous ecosystems and or defined native fauna where relevant.
Store and report	Acquire, store and report monitoring outcomes periodically.

Related Documents

- Operations Manual
- Best Practice Guidelines

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Operational Staff

6.8 Audit

Objective

To:

- Provide an opportunity for a periodic, planned and structured analysis of business processes and policies;
- Enable learning and improvement after considered reflection on relevant findings.

Reason

Legal	Nothing specific
Other Standards	<ul style="list-style-type: none"> • ISO14001 – Environmental Management Systems – Specification with guidance for use • AS4801 – Occupational Health and Safety Systems – Specification with guidance for use • ISO9001 – Quality Systems –Specification with guidance for use
Other	<ul style="list-style-type: none"> • Nothing specific

Standards

Internal Audit	The Manager Forest Systems will lead a formal "in-house" audit team to undertake audits at least annually of all PF Olsen Australia's Business Centres. The audit program will assess conformance with these policies and standards. The results of these audits shall inform review and improvement processes.
Contractor Audits	The OH&S Manager will lead a formal "in-house" audit team to undertake contractor audits. The audit program will assess: <ul style="list-style-type: none"> • Field performance of contractors against published PF Olsen Australia field audit criteria at least every two months, where work is of a continuous nature. • System documentation and records against PF Olsen Australia system audit criteria. System documentation will be reviewed at least every 3 years.
External Audits	The Manager, Forest Systems will work with the relevant New Zealand Manager(s) to select Certification Body(s) on the basis of competitive tender to conduct certification audits against relevant standards for: <ul style="list-style-type: none"> • Environmental Management Systems • Occupational Health and Safety Systems • Quality Systems
Product certification audits	If requested by clients the Manager, Forest Systems will select Certification Body(s) on the basis of competitive tender to conduct certification audits against the following standards: <ul style="list-style-type: none"> • FSC Standards including: <ul style="list-style-type: none"> – FSC Principles and Criteria FSC-STD-01-001 (Version 4-0) EN – SLIMF Eligibility Criteria FSC-STD-01-003 (Version 1-0) EN

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External Audit (continued)	<ul style="list-style-type: none"> – FSC standard for group entities in forest management groups FSC-STD-30-005 (V1-0) EN – FSC Standard FSC Controlled Wood Standard for Forest Management Enterprises FSC-STD-30-010 (Version 2-0) EN <p>or</p> <ul style="list-style-type: none"> • AS4708 The Australian Forestry Standard – Sustainable Forest Management <p>The selection of the Certifying Body will be reviewed at each re-certification. Criteria for reviewing selection of the Certifying Body will include:</p> <ul style="list-style-type: none"> • Price • Level of service • Client input
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Related Documents

- Field Audit Tool
- System Review Tool

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Manager Forestry Systems • OH&S Manager

6.9 Review and Continuous improvement

Objective To provide for the continuous incremental improvement in management performance of PF Olsen Australia in terms of:

- Its business practices, health, safety and environmental outcomes;
- Its contractors’ business practices, health, safety and environmental outcomes;
- The social impact of the company’s operations.

To maintain a credible position in the operating market as a leading choice for forest estate management services.

Reason

Legal	Nothing specific
Other Standards	<ul style="list-style-type: none"> • AFS Criterion 1.5 and 1.6 • ISO14001 – Environmental Management Systems – Specification with guidance for use • AS4801 – Occupational Health and Safety Systems – Specification with guidance for use • ISO9001 – Quality Systems –Specification with guidance for use
Other	Nothing specific

Standards

Annual review	<p>The Senior Management Team will undertake a documented review at least annually of PF Olsen Australia’s:</p> <ul style="list-style-type: none"> • management systems • operational performance • its application of innovation and technology to achieve better performance and compliance with greater efficiency.
Ongoing review	<p>The processes of:</p> <ul style="list-style-type: none"> • operational monitoring • internal and external audit; and • incident investigation <p>will provide information for analysis and improvement on an on-going basis.</p>

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Research	Participation in targeted or cooperative research to support environmental management objectives.
Test and trial	Resources shall be made available to enable staff to test and trial new ideas prior to operational adoption.

Related Documents

- Business Plans
- Management Plans
- Senior Management Team meeting minutes
- Monthly and board reports
- Client Review reports

Accountabilities

Approval	Managing Director
Formulation / Revision	Manager Forestry Systems
Execution	<ul style="list-style-type: none"> • Senior Management Team