

---

# **PF Olsen Australia**

## **Policies and Standards**

### **October 2017**



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

---

## Table of Contents

---

Version Details.....	2
1. Introduction.....	3
2. PF Olsen Group.....	4
2.1 Vision .....	4
2.2 Core Values.....	5
3. Workplace Health and Safety .....	6
3.1 Working in Remote Areas.....	8
3.2 Use of Motorised Plant and Equipment .....	9
3.3 Falling Objects.....	12
3.4 Manual Tasks .....	13
3.5 Close Proximity .....	15
3.6 Biological Hazards.....	16
3.7 Extreme Weather .....	18
3.8 Working at Heights .....	20
3.9 Driving Company Vehicles .....	21
3.10 Offices and Buildings .....	23
3.11 Drugs and Alcohol.....	24
3.12 No Bullying.....	27
3.13 No Sexual Harassment.....	28
4. Sustainable Land Management .....	30
4.1 Land tenure and resource rights .....	32
4.2 Commercial Resources .....	34
4.3 Use of Exotic Species and Genetically Modified Organisms.....	36
4.4 Use of Chemicals (including Fuels and Oils) and Biological Control Agents .....	38
4.5 Use and Control of Fire .....	44
4.6 Soil, Water and Biodiversity Protection.....	46
4.7 Cultural Heritage Protection.....	49
4.8 Property Access – Non-commercial Activities.....	50
4.9 Property Access – Commercial ancillary uses.....	52
4.10 Sales and Marketing of Logs and Products.....	54
4.11 Group Certification .....	56
5. Stakeholder Engagement and Communication.....	57
5.1 Clients .....	58
5.2 Neighbour and Local Community Consultation.....	60
5.3 Indigenous Community Engagement Policy.....	61
5.4 Contractors and Workers .....	63
5.5 Workplace Consultation .....	64
5.6 Dispute Resolution.....	66
5.7 Accessibility of Information .....	68

6.	Learning and Continuous Improvement.....	70
6.1	Policies .....	72
6.2	Risk Management .....	73
6.3	Staff and Resources .....	77
6.4	Operational Control.....	80
6.5	Emergency and Business Continuity Management .....	82
6.6	Incident Reporting and Investigation .....	84
6.7	Monitoring and Measurement .....	86
6.8	Audit .....	87
6.9	Review and Continuous improvement .....	90

© PF Olsen (Aus) Pty Ltd

All rights reserved.

All rights of copying, publication, storage, transmission and retrieval in whole or part by any means and for all purposes except for bona fide copying by the entity that commissioned this report, as set out on the title page, are reserved.

## Version Details

Reason	Date	Version #	Page(s)
First version of document	31/07/12	1	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

---

### **Our business**

PF Olsen Australia is an independent agribusiness property management services provider. Our business is the management of rural land throughout Australia for client specified forestry and agricultural production objectives. Specific services include:

- Managing softwood and hardwood plantations.
  - Managing agricultural operations.
  - Harvesting and marketing of forestry and agricultural products from these operations for domestic processing and export.
  - Protecting assets from fire and other damage agents.
  - Managing for conservation objectives within client owned properties, on areas which are excluded from production and managed primarily for ecosystem services.
  - Providing specialist consultancy services to assist in the management of risk in the forestry and agriculture industries. 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 head and regional offices,
- on request by post, email, facsimile or other means.

Staff, contractors and other people 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.

<b>Integrity</b>	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.
<b>Safety</b>	Promote safe work places and work practices as the number one priority.
<b>Professionalism</b>	Applying international best practice, search for excellence, quality presentation, peer review, on-time delivery, and clear communications.
<b>Agility &amp; innovation</b>	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.
<b>Teamwork</b>	Sharing knowledge, resources and working together effectively.
<b>Supporting family</b>	Providing a work environment and culture that recognises staff have a life beyond work and encouraging the complementarity of that life with work.
<b>Corporate Social Responsibility</b>	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 policies or objectives.

We aim to:

- Understand all hazards associated with the activities of our business and ensure that the most robust control is identified and used 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 ensure that they are actively managing specific hazards in 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 a culture of workplace safety.

We will achieve this by:

- Planning operations and activities.
- Accurately reporting and recording all incidents and injuries.
- Investigating reported incidents, identifying contributing factors (causes) and, where appropriate, formulating actions to avoid reoccurrence.
- Meeting our obligations under relevant state and Commonwealth laws, regulations, codes of practice, related instruments and other standards to which we subscribe.
- Ensuring injured workers are fully supported to return to work safely and as early as possible on suitable duties.

*Continued on next page...*

*...continued*

- Conducting a biennial review of all health and safety policies, procedures, objectives and performance – promoting a system of continuous improvement.
  - Demonstrating leadership in promoting workplace safety culture.
- 

**Approval**

Pat Groenhout – Managing Director

---

### 3.1 Working in the Field

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

- Working in the field includes but is not limited to any land a worker is required to enter on behalf of PF Olsen Australia.

**Reason**

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

**Targets**

<b>Induction</b>	Ensure hazards are identified and workers are informed about the risks of working in isolated areas.
<b>Equipment and Work Practices</b>	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.
<b>Competency Assessment</b>	Ensure a worker's competency to conduct high risk activities is assessed prior to beginning such a task in an isolated area.
<b>Communication Equipment</b>	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.
<b>First Aid</b>	Ensure workers in isolated areas have first aid equipment and training appropriate to the nature of the work they are conducting.
<b>Emergency Plans</b>	Ensure emergency communication protocols and plans are established prior to commencement of operations in isolated areas.
<b>Personal Protective Equipment</b>	Ensure all workers wear high visibility garments and safety footwear while in a remote area.

**Related Documents**

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

**Scope / Accountabilities**

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

### 3.2 Use of Motorised Plant and Equipment

**Objective**

To maximise the use of motorised plant and equipment in 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 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**

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

**Targets**

<b>Induction</b>	Ensure affected workers are informed about the risks of using motorised plant and equipment and advised of appropriate strategies for minimising risk.
<b>Fit for purpose</b>	Ensure only motorised plant or equipment suitable for its intended use is engaged in operations.
<b>Risk Assessments</b>	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.
<b>Operator Protective Structures</b>	<ul style="list-style-type: none"> <li>• All mobile plant shall have certified roll over protective structures fitted, unless otherwise authorised by OH&amp;S Manager.</li> <li>• 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&amp;S Manager.</li> </ul>
<b>Pre-operational checks</b>	Ensure pre-operational checks of safety features are documented: <ul style="list-style-type: none"> <li>• daily by operators of mobile plant;</li> <li>• weekly by operators of hand-held equipment.</li> </ul>
<b>Condition Reports</b>	Ensure condition report conducted by an independent competent person has been completed within the last 12 months for all mobile plant and equipment.

*Continued on next page...*

...continued

<b>Operator Competency</b>	Ensure operator competency is assessed by an independent registered training organisation using a nationally endorsed competency standard relevant to the plant or equipment within 3 months of commencing operations for PF Olsen Australia.
<b>Hearing tests</b>	Conduct audiometric assessments on all workers exposed to hazardous noise in accordance with Code of Practice Managing Noise and Preventing Hearing Loss at Work.
<b>Trainee supervision</b>	Ensure operators who do not hold a certificate of competency operate under the direct supervision of a competent operator at all times.
<b>Supervision</b>	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**

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

### 3.3 Falling Objects

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

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

<b>Targets</b>	<b>Induction</b>	Ensure workers are informed about the risks of being struck by falling objects while working in a rural environment.
	<b>Site Hazard Assessment</b>	Ensure all operational areas are assessed for hazardous trees and adequate control measures are identified and implemented.
	<b>Exclusion Zones</b>	Ensure exclusion zones are identified and implemented around all log handling and loading activities.
	<b>Operator Protective Structures</b>	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.
	<b>Personal Protective Equipment</b>	Ensure all workers wear a safety helmet while working outside vehicles and there is a risk of injury from falling objects including trees and limbs.

**Related Documents**

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

**Scope / Accountabilities**

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

### 3.4 Manual Tasks

**Objective**

To minimise manual tasks in all 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**

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

**Targets**

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

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

**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**

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

**Targets**

<b>Induction</b>	Ensure workers are informed about the risks of working in close proximity to other workers or machinery.
<b>Work Zones</b>	Identify work zones for all field operations where other workers would be at risk while operation is being conducted.
<b>Operational Planning</b>	Where possible, plan operations so that other workers do not have to enter another worker's work zone.
<b>Permission to Enter</b>	Ensure no-one enters another person's work zone unless they have obtained permission from that other person.
<b>Documented Risk Controls</b>	<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"> <li>• Workers in machine with protective canopy.</li> <li>• Physical barrier in place to protect ground workers.</li> <li>• Systems of work agreed in writing by all workers onsite and the responsible PF Olsen Australia manager.</li> </ul>

**Related Documents**

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

**Accountabilities**

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

**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**

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

**Targets**

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

*Continued on next page...*

...continued

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

**Related Documents**

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

**Accountabilities**

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

**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**

<b>Legal</b>	<ul style="list-style-type: none"> <li>• Workplace Health and Safety laws</li> <li>• Work Place Health and Safety Codes of Practice and Guidance material</li> </ul>
--------------	--

*Continued on next page...*

...continued

<b>Other Standards</b>	<ul style="list-style-type: none"> <li>AS 4801-2000 Occupational Health and Safety Systems</li> <li>FSC® Criterion 4.2</li> <li>AFS Criterion 9.5</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>Nothing specific</li> </ul>

**Targets**

<b>Induction</b>	Ensure workers are informed about the risks of working in extreme weather conditions
<b>Facilities and Equipment</b>	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.
<b>Extreme Heat</b>	Manual workers are encouraged to stop work and consider alternative arrangements if the ambient temperature exceeds 35 degrees Celsius.
<b>Wind</b>	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**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	<ul style="list-style-type: none"> <li>• OH&amp;S Manager</li> <li>• Regional and Business Centre Manager</li> <li>• All Employees and service providers</li> </ul>

### 3.8 Working at Heights

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

**Reason**

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

**Targets**

<b>Induction</b>	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.
<b>Mandatory Controls</b>	<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"> <li>Arrange for tasks to be carried out at ground level.</li> <li>Provide a temporary work platform preferably with an appropriate guard rail at least 1 metre high for the duration of the task.</li> <li>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.</li> </ul>
<b>Supervision</b>	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**

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

### 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**

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

**Targets**

<b>Induction</b>	Ensure workers are informed about the risks of driver fatigue and appropriate strategies for fatigue management.
<b>Rest Breaks</b>	Ensure drivers take a short break at least every two hours when driving long distances.
<b>Trip Schedule</b>	Ensure drivers schedule enough time for long-distance trips, accounting for: <ul style="list-style-type: none"> <li>• Sufficient breaks.</li> <li>• Potential delays.</li> <li>• Overnight stays in appropriate accommodation when necessary.</li> <li>• Wherever possible, ensure that driving for work is conducted during daylight hours.</li> </ul>
<b>Mandatory Controls</b>	Prohibiting workers driving where they have already worked for the previous 16 hours.
<b>Equipment</b>	Ensure workers required to drive long distances are provided with appropriate vehicles.
<b>Inspections</b>	Ensure workers regularly inspect and report the condition of their work related vehicle.
<b>Maintenance</b>	Ensure work vehicles are maintained in accordance with log book specifications.
<b>Driver Training</b>	Ensure all employees who drive a vehicle to do company work undertake accredited defensive driver training every 3 years.
<b>Incident Reporting</b>	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**

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

### 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**

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

**Targets**

<b>Risk Assessment</b>	<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"> <li>• Asbestos containing materials</li> <li>• Unlabelled containers and drums</li> <li>• Electrical installations</li> <li>• Unprotected edges</li> </ul>
------------------------	--

*Continued on next page...*

...continued

<b>Risk Assessment (cont.)</b>	<ul style="list-style-type: none"> <li>• Confined spaces</li> <li>• Access and egress</li> <li>• Office ergonomics</li> <li>• Lighting of carparks</li> </ul>
<b>Emergency Plans</b>	An emergency plan shall be documented for each office and tested at least once annually.
<b>Inspections</b>	Documented inspections of offices and work stations shall be conducted every 3 months.

**Related Documents**

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

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	Business Centre Managers

**3.11 Drugs and Alcohol**

**Objective**

The misuse or abuse of alcohol and other drugs represents a significant risk to PF Olsen Australia, its workers and its visitors in terms of workplace incidents/near misses, absenteeism and other individual costs.

PF Olsen Australia is 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**

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

**Targets**

<b>Induction and training</b>	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.
<b>Mandatory controls</b>	<ul style="list-style-type: none"> <li>• Workers must not perform any work duties under the influence of alcohol or any other drug, except where the drug is legally prescribed by a registered medical practitioner for the purpose of treating a medical condition. Work duties include: <ul style="list-style-type: none"> <li>– Being present of any sites managed or controlled by PF Olsen Australia or its clients.</li> <li>– Operating plant or equipment on behalf of PF Olsen Australia or its clients.</li> <li>– Driving PF Olsen Australia vehicles.</li> </ul> </li> <li>• Workers using prescribed medication that may impair their judgement or performance must notify their supervisor and work will be modified to accommodate impairment.</li> <li>• Managers and supervisors are required to ensure that no person commences or continues duty if that person appears affected by alcohol, illegal drugs or medication that may lead to a health and safety risk.</li> </ul>

<b>Social functions</b>	PF Olsen Australia managers may permit staff to consume alcohol at social functions and during travel for business reasons. At all times, employees must conduct themselves in an appropriate manner.
<b>Pre-employment testing</b>	PF Olsen Australia offers new appointments conditional on applicants returning a negative drug test.
<b>Reasonable cause testing</b>	Where a worker presents for duty and appears not to be in a fit state to carry out their normal duties, PF Olsen Australia reserves the right to remove the worker from the workplace and request they undertake a drug or alcohol test from a suitable qualified practitioner.
<b>Random testing</b>	PF Olsen Australia will periodically conduct random drug and alcohol tests at its own expense.
<b>Post incident testing</b>	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.
<b>Consequences of positive tests</b>	PF Olsen Australia will maintain drug and alcohol protocols to ensure workers who return a positive test are kept safe and managed fairly.

**Related Documents**

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

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	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

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

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

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	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**

<b>Legal</b>	Sexual Harassment Laws
<b>Other Standards</b>	Nothing specific
<b>Other</b>	Nothing specific

**Targets**

<b>Supportive Workplace</b>	Management shall maintain a working environment that is supportive of all workers speaking up and voicing their concerns in confidential and non-threatening environment
<b>Issue resolution</b>	Employee complaints and concerns shall be addressed in accordance with Dispute Resolution Policy.
<b>Disciplinary Action</b>	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**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	All Employees and service providers

## 4. Sustainable Land Management

---

### Commitment and Objectives

- PF Olsen Australia is committed to sustainable land management through promotion of high environmental performance standards and prudent commercialisation of natural resources for production of food and fibre while recognising the input of the community in which we operate.
- We aim to:
  - Avoid unnecessary degradation of ecological, heritage and amenity values and, where possible, enhance such values.
  - Ensure the optimal use of natural resources like soil and water.
  - Comply with all relevant laws and, where appropriate, exceed environmental statutory requirements and other codes of practice.
  - Comply with the relevant management standards, including the principles and criteria of the Forest Stewardship Council<sup>1</sup> and The Australian Forestry Standard.
- We will achieve this by:
  - Planning operations and identifying the key impacts of our activities, either beneficial or adverse.
  - Rapidly responding to incidents with planned response strategies to minimise adverse impacts.
  - Training 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 land management practices.
  - Monitoring environmental and socio-economic research and international agreements that may improve land management practices.
  - Investigating reported incidents, identifying contributing factors (causes) and, where appropriate, formulating actions to avoid reoccurrence.
- Regular performance auditing of land management operations.

*Continued on next page...*

---

<sup>1</sup> PF Olsen (Aus) Pty Ltd uses the FSC<sup>®</sup> trademarks in accordance with the terms and conditions of its licenses from the Forest Stewardship Council<sup>®</sup>. PF Olsen (Aus) Pty Ltd's FSC<sup>®</sup> trademark license codes are FSC-C111011, FSC-C112244, FSC-C126300 and FSC-C135799.

*...continued*

- Supporting relevant research.
  - Promoting the prevention of waste and pollution.
  - Promoting the effective and efficient use of energy.
  - Demonstrating due regard for the well-being of the community.
- 

**Approval**

Managing Director

---

## 4.1 Land tenure and resource rights

### Objective

To:

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

### Reason

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

### Targets

<b>Legal access rights</b>	<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"> <li>• Clear documentary evidence of legal ownership of the land or forests or rights as conveyed through other legal structures.</li> <li>• A formal legal contract or authority of engagement with the client.</li> </ul>
<b>Fees and Taxes</b>	<p>Ensure that all fees, taxes and rates associated with the land have been paid.</p>
<b>Customary rights</b>	<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"> <li>• water supply rights</li> <li>• fishing &amp; hunting access</li> <li>• traditional food gathering</li> <li>• rights-of-way</li> <li>• easements</li> <li>• grazing rights</li> <li>• recreational rights.</li> </ul>

*Continued on next page...*

...continued

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

**Related Documents**

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

**Accountabilities**

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

## 4.2 Commercial Forest Resources

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

**Reason**

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

**Targets**

<b>Productive capacity</b>	<ul style="list-style-type: none"> <li>• Maintain an accurate resource description and strategic model that will define harvest volume on an annual basis for management clients.</li> <li>• Details of certified forests will be made publicly available in accordance with client instructions and the requirements of relevant standards.</li> <li>• The productive capacity of the economically viable plantation estate for certified forests shall be calculated.</li> </ul>
<b>Yield modelling</b>	<ul style="list-style-type: none"> <li>• Yield will be predicted using the best available data, documented and justified to clients prior to commencing harvest.</li> <li>• Yield estimates will be reconciled against actual harvested yields.</li> <li>• Forward projections will be adjusted based on the outcomes of reconciliation processes.</li> </ul>

*Continued on next page...*

...continued

<b>Harvest levels</b>	Timber and other harvest levels are set to maintain productive capacity and for certified forests to comply with other constraints specified in the relevant standard.
<b>Carbon storage</b>	A quantitative estimate of the current and future carbon storage shall be maintained for forests within the defined forest area of AFS forests.
<b>Client choice</b>	Each crop shall be managed in accordance with client investment objectives, including, where appropriate, the capacity to maintain or enhance its contribution to carbon stores.
<b>Marketing</b>	Marketing operations will strive to maximise value recovery for clients and where local processing is at least as favourable then this shall be preferred.
<b>Waste Minimisation</b>	Operational monitoring will be conducted to ensure wastage is minimised during harvesting operations.

**Related Documents**

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

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	<ul style="list-style-type: none"> <li>• Resources Manager</li> <li>• National Operations Manager</li> </ul>

### 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 management activities.
- Assist in monitoring of the management performance of PF Olsen Australia.

**Reason**

<b>Legal</b>	<ul style="list-style-type: none"> <li>• Genetically Modified Organism Laws</li> </ul>
<b>Other Standards</b>	<ul style="list-style-type: none"> <li>• FSC® Criteria 6.8, 6.9, 6.10, 10.2, 10.3, 10.4, 10.8 and 10.9</li> <li>• AFS Criteria 3.7, 3.8, 3.9, 4.5 and 4.6</li> </ul>
<b>Other</b>	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.

**Targets**

<b>No conversion</b>	Exotic species will not be used in the process of conversion, or enrichment of natural forest or other protected ecosystems.
<b>Genetic contamination</b>	<ul style="list-style-type: none"> <li>• Exotic species for which current knowledge suggests their use in a particular environment will pose risks of unwanted wilding spread beyond defined boundaries or cross-pollination with species on adjacent land 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.</li> <li>• Property boundaries will be monitored periodically for wilding spread.</li> </ul>

*Continued on next page...*

...continued

<b>Replanting</b>	<p>When providing advice to prospective clients or managing replanting of harvested crops, species choice will be impartial, based on:</p> <ul style="list-style-type: none"> <li>• The economic costs and benefits of particular species related to markets, expected revenues, growing costs and harvesting methods.</li> <li>• Site and location specific characteristics related to geo-topographic and edaphic features and climate.</li> <li>• Relative environmental risks or benefits.</li> <li>• Relative risk profiles for the species options.</li> </ul>
<b>Alternative species</b>	<p>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.</p>
<b>Genetic improvement</b>	<p>Every effort will be made to use the most appropriate genetically improved materials for a given purpose. However, Genetically Modified Organisms will not be used in forestry operations or agriculture unless authorised by the client and subject to risk assessment.</p>
<b>Client choice</b>	<p>Choice of species and the final management objectives are the prerogative of the owner. Such choices will be respected subject to compliance with the law and other relevant standards.</p>

**Related Documents**

- Operations Manual
- Establishment - BPG
- Management Plans

**Scope / Accountabilities**

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

## 4.4 Use of Chemicals (including Fuels and Oils) and Biological Control Agents

### Objective

To:

- Provide transparency to PF Olsen Australia’s stakeholders about the framework for the use of chemicals including herbicides, pesticides, fertilizers, fuels and oils.
- Ensure that the risk of harm to workers and the environment is appropriately managed and eliminated as far as practicable.
- Minimise the risk of uncontrolled entry of chemicals into the general environment and, in particular, waterways.
- Minimise the use of chemicals.
- Provide for front line clean-up response.
- Promote responsible handling, storage, transport and disposal.
- Ensure legal compliance.
- Assist monitoring the 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.

### Reason

<b>Legislation</b>	<ul style="list-style-type: none"> <li>• Workplace Health and Safety Laws specifically regulations on hazardous substances</li> <li>• Dangerous Goods Laws</li> <li>• Agricultural and Veterinary Chemical Laws</li> <li>• Pest Plant and Animal Laws</li> <li>• Environmental Protection Laws</li> </ul>
<b>Other Standards</b>	<ul style="list-style-type: none"> <li>• FSC® Criteria 6.6, 6.7, 6.8, 10.6 and 10.7</li> <li>• AFS Criteria 2.4, 5.3, 5.6 ,6.5 and 7.2</li> <li>• Australian Drinking Water Guidelines</li> </ul>

<p><b>Other</b></p>	<p>Sustainable and productive forest and agricultural management is contingent on the prudent use of :</p> <ul style="list-style-type: none"> <li>• pesticides for the control of damaging or unwanted pest organisms including invasive or smothering plants, damaging fungal agents and vertebrate and invertebrate pests,</li> <li>• fertilizers to promote growth and correct nutrient deficiencies,</li> <li>• biological control agents to control unwanted pest organisms,</li> <li>• use of hydrocarbon fuels to power machinery.</li> </ul>
---------------------	--

**Targets**

<b>Induction</b>	Ensure workers are informed about the risks and benefits of using chemicals and advised of appropriate strategies for minimising risk.
<b>Safety Data Sheets</b>	Ensure safety data sheets are obtained from suppliers, examined and where necessary available to workers prior to using any chemical.
<b>Risk Assessment</b>	<ul style="list-style-type: none"> <li>• Ensure a risk assessment is conducted on all hazardous substances and agricultural chemicals prior to use.</li> <li>• Where two chemicals are equally effective, the least harmful chemical must be used.</li> <li>• Where there are no feasible alternatives to using FSC® listed highly hazardous chemicals, managers must obtain the necessary consents and document reasons for their use and the proposed methodology to minimise the quantities used and unintended impacts.</li> </ul>
<b>Mandatory Controls</b>	<ul style="list-style-type: none"> <li>• Chemicals will be used subject to applicable laws including label instructions or specially approved “off –label” conditions.</li> <li>• Pesticides will only be applied by businesses that hold the necessary licences.</li> <li>• Buffer zones will be maintained in accordance with local Codes of Practice and label conditions.</li> <li>• 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.</li> </ul>

*Continued on next page...*

...continued

<p><b>Storage</b></p>	<ul style="list-style-type: none"> <li>• Chemicals 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. All contractors using heavy machinery shall be equipped with, and maintain, spill management arrangements that ensure spills are promptly contained and affected areas are appropriately remediated.</li> <li>• Chemical storage areas will be bunded. 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.</li> <li>• Chemical containers will comply with AS 1940: The storage and handling of flammable and combustible liquids.</li> </ul>
<p><b>Transport</b></p>	<ul style="list-style-type: none"> <li>• Chemicals must be transported in clearly labelled containers and by appropriately trained persons.</li> <li>• Loads of chemicals must be secured in accordance with the national load restraint guidelines.</li> <li>• Vehicles and trailers carrying liquid chemicals should minimise the risk of a spill in the event of a tanks or containers rupturing.</li> <li>• All vehicles carrying liquid chemicals must carry spill equipment that can contain the volume and type of chemical being carted.</li> </ul>
<p><b>Spill Management</b></p>	<ul style="list-style-type: none"> <li>• Any fuel/oil spillages will be promptly cleaned up with appropriate products and affected areas remediated.</li> <li>• 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.</li> </ul>

<b>Disposal</b>	<ul style="list-style-type: none"> <li>The deliberate dumping or disposal 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.</li> </ul>
<b>Biological Control Agents</b>	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.
<b>Integrated Pest Management</b>	In order to minimise the use of chemicals and other lethal means of control, Integrated Pest Management principles will be applied for crop protection.
<b>Operator Competency</b>	Ensure that documentary evidence is available demonstrating all workers applying chemicals are properly licensed and trained to minimise health and environmental risks.
<b>Supervisors</b>	<p>Ensure all PF Olsen Australia employees who supervise chemical application operations hold a current chemical handling and mixing certificate.</p> <p>Ensure all PF Olsen Australia employees who supervise aerial application operations are trained to supervise such operations.</p>
<b>Supervision</b>	<p>Ensure all pesticide and fertilizer application operations are supervised and the following records generated:</p> <ul style="list-style-type: none"> <li>Quantity used;</li> <li>Weather conditions during operation;</li> <li>Name and qualifications of persons applying chemicals; and</li> <li>Other information required by law</li> </ul>
<b>Neighbour notification</b>	Ensure neighbours and affected stakeholders are notified prior to aerial application of chemicals.

*Continued on next page...*

...continued

<b>Site monitoring</b>	<p>Environmental monitoring shall be conducted as follows:</p> <ul style="list-style-type: none"> <li>• Water quality monitoring will be conducted following the use of any chemical which has limits prescribed in the Australian Drinking Water Guidelines.</li> <li>• Any chemical subject to specific derogations from the Forest Stewardship Council® will be monitored in accordance with the requirements of the derogation.</li> <li>• Results of monitoring will be reported in line with the requirements of clients and relevant standards.</li> </ul>
<b>Reduced reliance</b>	<p>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.</p>
<b>Research</b>	<p>PF Olsen Australia will contribute to and participate in industry collaborative research and field trialling, including the Forest Industry Herbicide Consortium.</p>

**Related Documents**

- Operations Manual
- Contract for services
- Chemical Management - BPG
- Integrated Pest Management – BPG
- Vertebrate Pest Management - BPG
- Prescriptions
- Incident Management Procedure

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	<ul style="list-style-type: none"> <li>• Chemical Subject Matter Expert</li> <li>• Regional and Business Centre Managers</li> <li>Operational staff</li> </ul>

## 4.5 Use and Control of Fire

### Objective

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

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

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

### Reason

<b>Legal</b>	<ul style="list-style-type: none"> <li>• Fire Management laws</li> </ul>
<b>Other Standards</b>	<ul style="list-style-type: none"> <li>• FSC® Criteria 6.3 and 7.1</li> <li>• AFS Criteria 2.4, 4.8 and 5.4</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Ecological burning is a recognised management tool for improving the health and condition of ecosystems that have evolved in fire prone areas.</li> </ul>

### Targets

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

*Continued on next page...*

...continued

	<ul style="list-style-type: none"> <li>• Direction given by the relevant state rural fire authorities and any conditions given within Fire Permits issued.</li> <li>• All chemical use (lighting fluids, accelerants, retardants etc) will be conducted in accordance with relevant standards and codes of practice.</li> </ul>
<b>Monitoring</b>	<ul style="list-style-type: none"> <li>• Fuel hazard assessments will be conducted periodically on areas of natural vegetation in accordance with the requirements of clients and relevant standards.</li> </ul>
<b>Neighbour notification</b>	<ul style="list-style-type: none"> <li>• Neighbours, local fire services and other affected stakeholders will be notified prior to the use of fire.</li> </ul>
<b>Unplanned fires</b>	<ul style="list-style-type: none"> <li>• Unplanned fires on client assets shall be given the highest management priority until they are extinguished.</li> <li>• Details of unplanned fires shall be reported to clients as required.</li> </ul>
<b>Investigation</b>	<ul style="list-style-type: none"> <li>• The cause of all unplanned fires on client assets shall be reported and investigated in accordance with the Incident Management Process.</li> </ul>

**Related Documents**

- Fire Manual
- Fire Management Plans
- Incident Management Process
- Planned Fire and Hazard Reduction Best Practice Guideline

**Accountabilities**

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

## 4.6 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

<b>Legal</b>	<ul style="list-style-type: none"> <li>• Soil, Water and Biodiversity Protection laws</li> <li>• Animal Welfare laws</li> </ul>
<b>Other Standards</b>	<ul style="list-style-type: none"> <li>• FSC® 6.2, 6.3, 6.4,6.5, 9.1, 9.2, 9.3, 9.4, 10.5, 10.6 and 10.8</li> <li>• 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</li> </ul>
<b>Other</b>	Nothing specific

### Targets

<b>Induction</b>	Ensure all workers are informed about and understand operational control measures to avoid, remedy or mitigate adverse effects on soil, water and biodiversity values.
<b>Watercourses</b>	All watercourses are to be protected from impacts with buffers as identified by laws, codes of practice, and other relevant standards.
<b>Soil Values</b>	All operations shall be conducted in a manner to minimise <b>the risk</b> of: <ul style="list-style-type: none"> <li>• unplanned bulk soil movement,</li> <li>• nutrient loss, and</li> <li>• compaction.</li> </ul>
<b>Roads</b>	All permanent roads shall be designed using approved engineering standards.
<b>Rare and Threatened Species</b>	All properties 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.

*Continued on next page...*

...continued

<b>Animal Welfare</b>	To ensure that animal management, including commercial livestock management and invasive species control is conducted humanely in a way that minimises or avoids harm.
<b>Native Vegetation</b>	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.
<b>Significant Values</b>	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.
<b>Supervision</b>	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.
<b>Monitoring</b>	Externally recognised standards shall be used to periodically quantify and monitor biodiversity values.
<b>Hunting and fishing</b>	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
- High Conservation Forest – BPG
- Vertebrate Management - BPG
- Prescriptions
- Contractor Monitoring Checklist

**Accountabilities**

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

## 4.7 Cultural Heritage Protection

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

**Reason**

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

**Targets**

<b>Induction</b>	Ensure all workers are informed about and understand operational control measures to avoid, remedy or mitigate adverse effects on cultural heritage values.
<b>Due diligence</b>	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.
<b>Consultation</b>	For FSC® certified forests, consultation with relevant Indigenous groups will be undertaken to ensure that cultural heritage is managed in the most appropriate way.

*Continued on next page...*

...continued

<b>Training</b>	Field staff managing FSC® certified forests will receive training in identifying and protecting indigenous cultural heritage.
<b>Supervision</b>	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
- High Conservation Values - BPG
- Prescriptions

**Accountabilities**

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

**4.8 Property Access – Non-commercial Activities**

**Objective**

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

**Reason**

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

**Targets**

<p><b>Non-commercial public usage</b></p>	<p>As a broad principle, properties 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"> <li>• In daylight hours.</li> <li>• In a safe manner to the participants of the activities or third parties.</li> <li>• Subject to the consent and any conditions or constraints imposed by owners of the properties and any other jurisdictional authority.</li> <li>• Without causing damage, hazard or inconvenience to the property owner’s commercial activities.</li> <li>• Within the constraints of fire plans and any fire risk assessments.</li> <li>• In compliance with the law.</li> </ul>
<p><b>Access permits</b></p>	<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**

<p><b>Approval</b></p>	<p>Managing Director</p>
<p><b>Formulation / Revision</b></p>	<p>Risk and Compliance Manager</p>
<p><b>Execution</b></p>	<ul style="list-style-type: none"> <li>• Regional Managers</li> <li>• Operational staff</li> </ul>

#### 4.9 Property Access – Commercial ancillary uses

**Objective** To provide a framework for guiding uses of client properties for external ancillary third party commercial purposes.

**Reason**

<b>Legislation</b>	<ul style="list-style-type: none"> <li>• Animal Welfare laws</li> <li>• Extractive Industry laws</li> </ul>
<b>Other Standards</b>	<ul style="list-style-type: none"> <li>• FSC® Criteria 1.3, 5.4 and 5.5</li> <li>• AFS Criteria 4.9</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Convention for the International Trade of Endangered Species (CITES).</li> </ul>

**Targets**

<b>Eligibility</b>	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 property owner’s main commercial activities. Preference will be given to those activities that provide a commercial advantage and improve the owner’s main commercial outcomes.
<b>Controls</b>	Generally, such activities must be able to be conducted: <ul style="list-style-type: none"> <li>• In daylight hours;</li> <li>• In a safe manner to the participants of the activities and third parties;</li> <li>• Subject to the consent and any conditions or constraints imposed by owners of the property and any other jurisdictional authority;</li> <li>• Within the constraints of fire plans and any fire risk assessments;</li> <li>• In compliance with all laws;</li> <li>• In compliance with these policies and standards.</li> </ul>

*Continued on next page...*

...continued

<b>Conditions</b>	Such commercial activities must be conducted: <ul style="list-style-type: none"> <li>• Subject to a commercial agreement executed between themselves (or legally appointed representative) and PF Olsen Australia as agent for the land or forest owner.</li> <li>• Subject to prompt payment of any rental, lease or royalty when such fall due.</li> <li>• Subject to provision of specific bonds and insurances depending upon the nature of the proposed activity.</li> </ul>
<b>Native flora and wildlife</b>	The collection of native flora or wildlife for commercial purposes must comply with relevant laws covering such material, including the Convention for the International Trade of Endangered Species (CITES).
<b>Grazing</b>	Grazing shall only be granted where such activity can be controlled to ensure no damage or destruction to riparian margins or protected ecosystems.
<b>Apiary</b>	Access for apiary shall be granted where such activity can be controlled to ensure the risk of cross-pollination of introduced species with natural species is minimised.
<b>Extractive Industries</b>	Commercial extractive industries shall only be conducted where: <ul style="list-style-type: none"> <li>• Relevant consents are available.</li> <li>• Client interests are protected.</li> <li>• Relevant policy standards are addressed.</li> </ul>
<b>House rentals</b>	Properties with habitable structures will be managed to achieve highest possible rental returns while complying with all relevant laws and standards.

**Related Documents**

- Operations Manual
- Leases

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	<ul style="list-style-type: none"> <li>• Regional Managers</li> <li>• Operational staff</li> </ul>

## 4.10 Sales and Marketing of Logs and Products

**Objective**

To:

- Minimise the risk of late payment and non-payment on the sale of logs and other products.
- Ensure client interests are protected during the sale and marketing of logs and other products.
- Compliance with relevant laws.
- To ensure logs and other products harvested from certified forests can be sold as certified products.

**Reason**

<b>Legislation</b>	<ul style="list-style-type: none"> <li>• Trade and export laws</li> </ul>
<b>Other Standards</b>	<ul style="list-style-type: none"> <li>• FSC® Criterion 8.3</li> <li>• FSC® Standard FSC-STD-40-004</li> <li>• FSC® Standard FSC-STD-30-005</li> <li>• AFS Criterion 0.2</li> <li>• AS4707</li> </ul>
<b>Other</b>	Nothing specific

**Targets**

<b>Mandatory controls</b>	<ul style="list-style-type: none"> <li>• Prior to sales, ensure relevant credit checks are conducted on all customers for logs and other products.</li> <li>• Ensure the traceability of all sales logs and other products.</li> <li>• All sales of logs and other products will be subject to applicable laws and other relevant standards, including export controls and chain of custody systems.</li> </ul>
---------------------------	---

**Related Documents**

- Chain of Custody Manual
- FIPS and WoodTrack
- Log docketts
- Tax invoices

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	<ul style="list-style-type: none"> <li>• Risk and Compliance Manager</li> <li>• National Operations Manager</li> <li>• Operational Staff</li> <li>• Group Members</li> </ul>

## 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**

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

**Targets**

<b>Group Manual</b>	The Risk and Compliance Manager shall develop and maintain documentation that outlines the rules of membership of PF Olsen Australia Group Schemes.
---------------------	---

**Related Documents**

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

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	Risk and Compliance Manager

## 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.

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 land management and ensure delivery against our commitments to the Forest Stewardship Council Principles and Criteria.
- Ensure compliance with our Sustainable Land Management Policy, in relation to stakeholder engagement.

We will achieve this by:

- Identifying and managing issues which are likely to affect or generate interest by stakeholders.
- Identifying stakeholders that are likely to be affected by or have influence over our management activities.
- Providing clear and effective communication to stakeholders.
- 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**

Managing Director

## 5.1 Clients

### Objective

To:

- Achieve client objectives and add value to their investments.
- Focus on enhancing client satisfaction.
- 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

<b>Legislation</b>	Nothing specific
<b>Other Standards</b>	ISO9001 – Quality Systems –Specification with guidance for use: Clause 5.1
<b>Other</b>	Nothing specific

### Targets

<b>Fit for purpose</b>	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.
<b>Time frame</b>	Do not commit to jobs unless the necessary resources are available to complete the task on or before the required completion date.
<b>Conflict of Interest</b>	<ul style="list-style-type: none"> <li>• Declare any potential or perceived conflicts of interest with clients. Manage such conflicts with the agreement of clients.</li> </ul>
<b>Minimum involvement in public prospectuses</b>	<p>Do not supply "parts" of a prospectus, unless PF Olsen Australia is in a position to scrutinise the other related inputs.</p> <p>Our minimum involvement must include:</p> <ul style="list-style-type: none"> <li>• A physical inspection of project land and crops (if any) included in the offer to the public.</li> <li>• An audit of the basis for statements of land and crop descriptions.</li> <li>• An audit of both the input parameters and results of projections with regard to costs and revenues included in the prospectus.</li> </ul>

*Continued on next page...*

...continued

<b>External inputs for cost estimates</b>	<p>Prior to preparing a cost estimate:</p> <ul style="list-style-type: none"> <li>• Check that all information necessary to complete the job is available.</li> <li>• Make clear to the client what information or other resources they need to provide.</li> <li>• 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.</li> </ul>
<b>Full disclosure</b>	<p>Prior to beginning new work:</p> <ul style="list-style-type: none"> <li>• Prepare a detailed quote which includes clear details of the services to be provided, including costs and time frames.</li> <li>• Discuss the quote with the client as required.</li> <li>• Exchange a contract prior to commencing work.</li> <li>• Make clear to the client whether we are acting in an agency or principal capacity, and the risks associated with each type of engagement.</li> </ul>
<b>Review satisfaction</b>	<ul style="list-style-type: none"> <li>• At least every 2 years formally engage with clients to assess their satisfaction with the quality of services provided.</li> </ul>

**Related Documents**

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

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	<ul style="list-style-type: none"> <li>• Operational Staff</li> </ul>

## 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 managers and stakeholders or the development of obstructive or conflict oriented behaviours between the parties.

### Reason

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

### Targets

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

*Continued on next page...*

...continued

<b>Weeds and pest animals</b>	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.
<b>Contribute locally</b>	Generate local employment opportunities and favour local procurement within the communities that we operate.

**Related Documents**

- Operations Manual
- Best Practice Guidelines
- Prescriptions

**Accountabilities**

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

### 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 properties under the management of PF Olsen Australia
- Effective engagement with Indigenous communities in the identification and management of heritage sites of cultural significance within properties managed by PF Olsen Australia.

**Reason**

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

**Targets**

<b>Legal rights</b>	Managers shall determine the legal status of any existing rights in properties managed on behalf of clients.
<b>Customary rights</b>	Managers shall actively seek to identify existing Indigenous peoples with customary or traditional use rights to resources in properties managed on behalf of clients.
<b>Representative bodies</b>	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.
<b>Constructive consultation</b>	Managers shall incorporate the results of consultation with indigenous communities into management planning and resultant activities.
<b>Formal recognition</b>	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**

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

## 5.4 Contractors and Workers

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

**Reason**

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

**Targets**

<b>Communication</b>	Actively communicate with contractors about our policies and procedures where they have the potential to impact on operations.
<b>Mandatory Controls</b>	<ul style="list-style-type: none"> <li>Workers are engaged legally and in compliance with relevant standards.</li> <li>Workers have equal employment opportunities.</li> <li>Workers entitlements are in compliance with legal obligations creating minimum employee entitlements including minimum rates of pay and superannuation.</li> <li>Workers have the right to organize and voluntarily negotiate with their employers in accordance with Australian law.</li> </ul>
<b>Disputes</b>	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.
<b>Audits</b>	Undertake audits and inspections to ensure compliance with workplace health and safety and other regulatory requirements governing our activities.

<b>Practical assistance</b>	Assist contractors to improve their own business practices by supplying practical solutions and other resources where deficiencies are identified
-----------------------------	---

**Related Documents**

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

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	<ul style="list-style-type: none"> <li>• National Operations Manager</li> <li>• Operational staff</li> </ul>

## 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**

<b>Legal</b>	Workplace Health and Safety and Employment laws with respect to consultation duties
<b>Other Standards</b>	<ul style="list-style-type: none"> <li>• AS4801 – Occupational Health and Safety Systems – Specification with guidance for use</li> </ul>
<b>Other</b>	Nothing

**Targets**

<b>Weekly Update</b>	Staff are encouraged to report weekly activity to all other staff via a weekly email.
<b>Toolbox meeting</b>	<ul style="list-style-type: none"> <li>• Each Business Centre Manager shall convene a toolbox meeting on a monthly basis to discuss issues with other work group members.</li> <li>• Formal minutes of these meetings shall be recorded and distributed to other staff.</li> </ul>

<b>Strategic Safety Management Forum</b>	Establish and support a forum to improve practices and culture within PF Olsen Australia. Influence the attitudes, behaviour and actions of staff, contractors and contractors' employees in ways that will help us achieve World Class best practice in the way we and our contractors manage safety, and to work towards Zero Harm across all our operations.
<b>Notices</b>	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**

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

## 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**

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

**Targets**

<b>Complaints</b>	The Regional or Business Centre Manager is responsible for ensuring that all <b>complaints</b> are addressed as required and recorded in Noggin.
<b>Disputes</b>	Where an issue cannot be resolved <b>disputes</b> shall be notified to the Risk and Compliance Manager who shall acknowledge receipt of complaint in writing and advise the complainant of dispute resolution mechanisms available and, where applicable, the likely costs involved.
<b>Fair</b>	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.

<b>Sensitive</b>	Disputes shall be resolved confidentially by persons appropriately trained to address the subject matter in a culturally appropriate manner.
<b>External authorities</b>	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**

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

## 5.7 Accessibility of Information

<b>Objective</b>	<p>To</p> <ul style="list-style-type: none"> <li>• Provide transparency to PF Olsen Australia’s stakeholders about the accessibility of information.</li> <li>• Protect the privacy of relevant stakeholders and business partners.</li> <li>• Protect confidential information.</li> <li>• Describe rules for the use of FSC®, AFS and other logos and trademarks.</li> </ul>
------------------	--

<b>Reason</b>	<table border="1"> <tr> <td style="width: 30%;"><b>Legal</b></td> <td> <ul style="list-style-type: none"> <li>• Privacy Laws</li> </ul> </td> </tr> <tr> <td><b>Other Standards</b></td> <td> <ul style="list-style-type: none"> <li>• FSC® Criterion 7.4 and 8.5</li> <li>• AFS Criterion 2.6</li> </ul> </td> </tr> <tr> <td><b>Other</b></td> <td>Nothing specific</td> </tr> </table>	<b>Legal</b>	<ul style="list-style-type: none"> <li>• Privacy Laws</li> </ul>	<b>Other Standards</b>	<ul style="list-style-type: none"> <li>• FSC® Criterion 7.4 and 8.5</li> <li>• AFS Criterion 2.6</li> </ul>	<b>Other</b>	Nothing specific
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Privacy Laws</li> </ul>						
<b>Other Standards</b>	<ul style="list-style-type: none"> <li>• FSC® Criterion 7.4 and 8.5</li> <li>• AFS Criterion 2.6</li> </ul>						
<b>Other</b>	Nothing specific						

<b>Targets</b>	<table border="1"> <tr> <td style="width: 20%;"><b>Website</b></td> <td> <p>Non-commercial information on PF Olsen Australia’s 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"> <li>• Properties managed and management plans associated with those properties.</li> <li>• Statistics related to management activities.</li> <li>• Access to audit reports provided by certification bodies.</li> <li>• Summaries of key environmental parameters such as chemical use and details of significant conservation values.</li> </ul> </td> </tr> <tr> <td><b>Policies</b></td> <td>Company policies will be available to the public.</td> </tr> <tr> <td><b>Inductions</b></td> <td>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.</td> </tr> <tr> <td><b>Non-commercial information</b></td> <td>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.</td> </tr> </table>	<b>Website</b>	<p>Non-commercial information on PF Olsen Australia’s 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"> <li>• Properties managed and management plans associated with those properties.</li> <li>• Statistics related to management activities.</li> <li>• Access to audit reports provided by certification bodies.</li> <li>• Summaries of key environmental parameters such as chemical use and details of significant conservation values.</li> </ul>	<b>Policies</b>	Company policies will be available to the public.	<b>Inductions</b>	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.	<b>Non-commercial information</b>	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.
<b>Website</b>	<p>Non-commercial information on PF Olsen Australia’s 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"> <li>• Properties managed and management plans associated with those properties.</li> <li>• Statistics related to management activities.</li> <li>• Access to audit reports provided by certification bodies.</li> <li>• Summaries of key environmental parameters such as chemical use and details of significant conservation values.</li> </ul>								
<b>Policies</b>	Company policies will be available to the public.								
<b>Inductions</b>	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.								
<b>Non-commercial information</b>	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.								

*Continued on next page...*

...continued

<b>Confidential and Private Information</b>	<ul style="list-style-type: none"> <li>• Data and information shall only be used for the reasons it was first provided.</li> <li>• No information shall be released publicly without first obtaining written consent from the relevant client or party from whom the information was first received.</li> <li>• All external confidential correspondence shall be marked "Commercial in Confidence".</li> </ul>
<b>Control of Trademarks and Logos</b>	<ul style="list-style-type: none"> <li>• Use of FSC®, AFS and other registered trademarks must comply with the relevant licence agreements.</li> <li>• Managers and group members must seek permission from the Risk and Compliance Manager prior to using any registered certification trademarks or logos</li> </ul>
<b>Certification Claims</b>	<ul style="list-style-type: none"> <li>• Statements about certified forest products are strictly controlled. Forest managers and group members must seek permission from the Risk and Compliance Manager prior to making statements or claims about certified forests or certified forest products.</li> </ul>

**Related Documents**

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

**Accountabilities**

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

## 6. Learning and Continuous Improvement

---

### **Commitment and Objectives**

PF Olsen Australia is committed to be a learning organisation guided by the complementary philosophies of continual improvement and adaptive management.

We aim to:

- Establish a comprehensive and systematic approach to learning and change management.
- Ensure continual improvement and adaptive management is informed by internal and external audits as well as debriefing of reactive responses to incidents or system failures.
- Effect change through capturing new insights, knowledge and understanding for deployment within the company. Staff training and development will be central to this.
- Provide a sophisticated training and development framework which is readily understood by staff, is accessible to staff and delivers staff growth aligned with business strategy.
- Behave as a learning organisation by 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 as well as the success of PF Olsen Australia.
- Utilise all opportunities for training and development, including formal and informal, provided either internally or externally.
- Establish a holistic, systematic approach to 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.

*Continued on next page...*

*...continued*

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, control and management) into all our business processes.
- Implementing review processes such as planned monitoring and audits as well as in response to incidents or system failures.

**Approval**

---

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 Land 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**

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

**Targets**

<b>Policies</b>	<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"> <li>• Workplace Health and Safety</li> <li>• Sustainable Land Management</li> <li>• Stakeholder Engagement and Communication</li> <li>• Learning and Continuous Improvement</li> </ul>
<b>Review</b>	<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 Land Management Policy
- Stakeholder Engagement and Communication Policy
- Learning and Continuous Improvement Policy

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	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
- Commercial risks
- Compliance risks
- Land ownership / tenure risks
- Crop establishment/tending risks
- Crop protection risks
- Statutory risks
- Harvesting and marketing risks.

**Reason**

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

**Targets**

<b>Workplace Health and Safety Hazard Assessment</b>	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.
<b>Environmental impact assessment</b>	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.
<b>Social impact assessment</b>	<p>A social impact assessment will be conducted where a proposed operational procedure:</p> <ul style="list-style-type: none"> <li>• Involves a business method to the detriment of some;</li> <li>• Alters the way in which people have normally utilised their living or working environment; or</li> <li>• Alters access to long established traditional rights; or</li> <li>• Directly adversely impacts individuals at a scale that cannot be dealt with on a one-to-one basis</li> </ul>

*Continued on next page...*

...continued

<p><b>Assessment Method</b></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"> <li>• A review of the impacted elements.</li> <li>• An assessment of the magnitude and probability of impacts occurring where the significance of the issue will require additional client resources to manage.</li> <li>• 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.</li> <li>• Document the assessment including decisions of “Null effect”.</li> </ul> <p>Assessments may be conducted simultaneously or independently. The outcomes of such assessment shall be documented in:</p> <ul style="list-style-type: none"> <li>• Regional plans to identify and consider regional impacts</li> <li>• Individual property management plans to consider impacts at a local level;</li> <li>• Best practise management guidelines to consider possible impacts of particular activities; or</li> <li>• Operational plans to consider local activity specific impacts.</li> </ul>
<p><b>Legal Register</b></p>	<ul style="list-style-type: none"> <li>• Maintain up-to-date access to or references on laws and regulations affecting or controlling company operations in a register.</li> <li>• Maintaining ready access for managers and supervisors to legislation, codes of practice and other standards relevant to their area of responsibility.</li> </ul>
<p><b>Consent Register</b></p>	<ul style="list-style-type: none"> <li>• Maintain an active process for managing the procurement, monitoring and control of legally enforceable regulatory consents and authorities.</li> </ul>

*Continued on next page...*

...continued

<b>Management Plans</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Management plans may also be developed to manage an issue within a region on behalf of multiple clients.</li> </ul>
<b>Management Plans continued</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Management plans are generally reviewed at least every 5 years, but the assumptions stated in management plans underpin annual budgets prepared for clients.</li> </ul>
<b>Targets</b>	<ul style="list-style-type: none"> <li>• Measurable targets shall be established for each policy standard at the relevant function and level within the organisation.</li> </ul>

**Related Documents**

- Management Plan Templates
- Business Plans

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	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**

<b>Legal</b>	Nothing specific
<b>Other Standards</b>	<ul style="list-style-type: none"> <li>• FSC® Criteria 7.1 and 7.3</li> <li>• AFS Criterion 1.3 and 9.4</li> <li>• ISO14001 – Environmental Management Systems – Specification with guidance for use</li> <li>• AS4801 – Occupational Health and Safety Systems – Specification with guidance for use</li> <li>• ISO9001 – Quality Systems – Specification with guidance for use: Clause 5.3</li> </ul>
<b>Other</b>	<ul style="list-style-type: none"> <li>• Nothing specific</li> </ul>

**Targets**

<b>Ultimate responsibility</b>	<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"> <li>• Ensure that PF Olsen Australia’s policies and objectives are met.</li> <li>• Oversee the development, implementation and review of the Management System.</li> <li>• Ensure that responsibilities of all staff are clearly defined in job descriptions and reviewed as part of staff performance appraisals.</li> <li>• Ensure staff are adequately resourced to undertake identified responsibilities.</li> <li>• Keep the organisation informed of plans and operating results.</li> </ul>
--------------------------------	---

*Continued on next page...*

...continued

<p><b>Management Representative</b></p>	<p>The Risk and Compliance Manager has responsibility and authority to develop and review the management system.</p> <p>The Risk and Compliance Manager 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 Risk and Compliance Manager will ensure:</p> <ul style="list-style-type: none"> <li>• All relevant documentation is adequately maintained and controlled.</li> <li>• Monitoring records are maintained and reviewed.</li> <li>• Training opportunities are made known to staff and staff training needs are met.</li> <li>• Managers carry out their responsibilities consistent with this management system.</li> <li>• All employees, contractors and visitors implement and comply with PF Olsen Australia’s policies and standards.</li> <li>• Regular internal and external audits of the system are undertaken.</li> <li>• Staff are effectively consulted in the development and review of policies and procedures.</li> <li>• New and reviewed policies are approved by the Senior Management Team or relevant executive manager prior to implementation.</li> </ul>
<p><b>Financial Authorities</b></p>	<p>Financial authorities are documented specifically in the Financial Authorities Manual.</p>
<p><b>Specific roles and responsibilities</b></p>	<p>Roles, responsibilities and authorities shall be defined, documented and communicated through:</p> <ul style="list-style-type: none"> <li>• Position descriptions for all staff.</li> <li>• Controlled system documentation including policies, manuals, best practice guidelines, contracts, prescriptions and operational plans.</li> </ul>

*Continued on next page...*

...continued

<b>Recruitment</b>	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.
<b>Induction</b>	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.
<b>Training</b>	Provide or facilitate training for direct and indirect employees to improve knowledge of: <ul style="list-style-type: none"> <li>• Workplace health and safety and environmental management techniques and strategies</li> <li>• New innovations in management</li> <li>• Business improvement skills.</li> </ul>
<b>Conferences and meetings</b>	Provide relevant opportunities to staff to attend relevant industry conferences and meetings.

**Related Documents**

- Financial Authorities Manual
- Administration Manual
- Training Strategy and Plan

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	<ul style="list-style-type: none"> <li>• Executive Management Team</li> <li>• Business Manager</li> </ul>

## 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**

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

**Targets**

<b>Manuals</b>	<p>Maintain, review and update the following manuals:</p> <ul style="list-style-type: none"> <li>• Operations Manual to document expected standards for dealing with clients and the relevant business processes.</li> <li>• Administration Manual to document expected standards for managing staff and employees and the relevant business processes.</li> <li>• Other special subject manuals as identified elsewhere in these policies.</li> </ul>
----------------	--

*Continued on next page...*

...continued

<b>Prescriptions</b>	<ul style="list-style-type: none"> <li>• Maintain, review and update prescription templates for all activities as per the Operations Manual.</li> <li>• 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.</li> <li>• No operation may occur without a prescription being supplied to the contractor prior to commencement of the operation.</li> </ul>
<b>Site safety plans</b>	<ul style="list-style-type: none"> <li>• Maintain, review and update site safety plans for all properties.</li> <li>• Site safety plans include emergency response information; and</li> <li>• Details of specific hazards known to occur on each site.</li> <li>• Site safety plans shall be reviewed prior to the commencement of new operations by contractors.</li> </ul>

**Related Documents**

- Operations Manual
- Administration Manual

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	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**

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

**Targets**

<b>Plans</b>	<ul style="list-style-type: none"> <li>• Each Business Centre office will have documented response plans for the types of emergencies identified above where relevant.</li> <li>• Response plans for PF Olsen Australia office shall comply with the requirements of legislation and relevant standards.</li> <li>• PF Olsen Australia staff shall verify emergency arrangements with contractors prior to operations commencing.</li> </ul>
<b>Wardens</b>	Each Office will have designated employees (a minimum of two) who are appropriately trained to take control in an emergency and apply first aid.
<b>Testing and awareness</b>	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**

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

## 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

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

**Targets**

<b>Noggin</b>	Maintain an operative process for the reporting, recording, investigation, monitoring and rectification (where possible) of all incidents.
<b>Report</b>	Require prompt reporting (within 12 hours) of all incidents related to the operational activities or environments managed by the company.
<b>Notify</b>	Notify senior management and where relevant the appropriate Regulatory Authorities of all incidents.
<b>Consult</b>	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.
<b>Corrective Action</b>	Immediately undertake (where relevant) all practical and safe steps to remedy or mitigate the adverse effects of any incident.
<b>Preventative Action</b>	Initiate practical steps including physical actions, investigations, training and procedural change to reduce the probabilities of repeat incidents of a similar nature.
<b>Review</b>	Monitor and report incident statistics

**Related Documents**

- Induction Manual
- Incident Management Process
- Contracts

**Accountabilities**

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

## 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

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

### Targets

<b>Operational close out</b>	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.
<b>Monitoring framework</b>	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.
<b>Monitoring tools</b>	Provide tools that will enable managers and contractors to monitor their performance over time.

*Continued on next page...*

...continued

<b>Outputs</b>	Monitor commercial and non-commercial outputs from management activities.
<b>Store and report</b>	Acquire, store and report monitoring outcomes periodically.

**Related Documents**

- Operations Manual
- Best Practice Guidelines

**Accountabilities**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	<ul style="list-style-type: none"> <li>• Operational Staff</li> </ul>

**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**

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

**Targets**

<p><b>Internal Audit</b></p>	<ul style="list-style-type: none"> <li>• The Risk and Compliance Manager will lead a formal "in-house" audit team to undertake internal audits. The audit program will: <ul style="list-style-type: none"> <li>– Ensure that the management system complies with the requirements of AS/NZS 4801, ISO14001 and ISO9001.</li> <li>– Assess conformance with these policies and standards.</li> <li>– Assess the effectiveness of the management system in meeting PF Olsen Australia's commitment to continual improvement.</li> </ul> </li> <li>• Each office will be audited a minimum of once every two years.</li> <li>• The results of these audits shall inform review and improvement processes.</li> </ul>
<p><b>Contractor Audits</b></p>	<p>The OH&amp;S Manager will lead a formal "in-house" audit team to undertake contractor audits. The audit program will assess:</p> <ul style="list-style-type: none"> <li>• Field performance of contractors against PF Olsen Australia field audit criteria at least once every quarter, where work is of a continuous nature.</li> <li>• System documentation and records against PF Olsen Australia system audit criteria or the Forestry Industry Health and Safety Standard. System documentation will be reviewed at least every 3 years.</li> </ul>
<p><b>External Audits</b></p>	<p>The Risk and Compliance Manager 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:</p> <ul style="list-style-type: none"> <li>• Environmental Management Systems</li> <li>• Occupational Health and Safety Systems</li> <li>• Quality Systems</li> </ul>

<b>Product certification audits</b>	<p>If requested by clients the Risk and Compliance Manager will select Certification Body(s) to conduct certification audits against the following standards:</p> <ul style="list-style-type: none"> <li>• FSC Standards including: <ul style="list-style-type: none"> <li>– FSC Principles and Criteria FSC-STD-01-001</li> <li>– FSC FSC-STD-40-004 Chain of Custody Certification</li> <li>– FSC standard for group entities in forest management groups FSC-STD-30-005</li> <li>– FSC Standard FSC Controlled Wood Standard for Forest Management Enterprises FSC-STD-30-010</li> </ul> </li> </ul> <p>or</p> <ul style="list-style-type: none"> <li>• AS4708 The Australian Forestry Standard – Sustainable Land Management</li> <li>• AS4707 Chain of Custody for forest products</li> <li>• Chain of Custody of Forest-Based Products – Guidance for Use (PEFC GD 2001:2014)</li> </ul> <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"> <li>• Price</li> <li>• Level of service</li> <li>• Client preference</li> </ul>
-------------------------------------	--

**Related Documents**

- Field Audit Tool
- System Review Tool

**Accountabilities**

Approval	Managing Director
Formulation / Revision	Risk and Compliance Manager
Execution	<ul style="list-style-type: none"> <li>• Risk and Compliance Manager</li> <li>• OH&amp;S Manager</li> </ul>

## 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**

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

**Targets**

<b>Annual review</b>	<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"> <li>• the management system including policies, standards, objectives, business plans and other elements of the system.</li> <li>• operational performance.</li> <li>• its application of innovation and technology to achieve better performance and compliance with greater efficiency.</li> </ul>
<b>Ongoing review</b>	<p>The processes of:</p> <ul style="list-style-type: none"> <li>• operational monitoring</li> <li>• internal and external audit; and</li> <li>• incident investigation</li> </ul> <p>will provide information for analysis and improvement on an on-going basis.</p>

*Continued on next page...*

...continued

<b>Research</b>	Participation in targeted or cooperative research to support environmental management objectives.
<b>Test and trial</b>	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**

<b>Approval</b>	Managing Director
<b>Formulation / Revision</b>	Risk and Compliance Manager
<b>Execution</b>	<ul style="list-style-type: none"> <li>• Senior Management Team</li> </ul>