

AUSTRALIAN FORESTRY STANDARD LIMITED

CORPORATE GOVERNANCE POLICY & PROCEDURES MANUAL

**Incorporating policies and procedures for:
Company and Board, AFSL Operations, Finance and Risk
Management and Employment and Remuneration**

July 2010



[AFSL is a not-for-profit Company registered in July 2003. The Company owns the standard development functions and manages the elements of the Australian Forest Certification Scheme. The AFSL is accredited by the Accreditation Board for Standards Development Organisations (ABSDO) as a Standards Development Organisation (SDO), and new standards produced by AFSL can be published as Australian Standards. Accreditation ensures Australian Standards retain the quality inherent in the rigorous, transparent and internationally aligned development process.]

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1 ABOUT THIS MANUAL

1.1 INTRODUCTION

This Manual summarises the Australian Forestry Standard Limited (AFSL) corporate governance policies and procedures as adopted by the Company's Board. If there are any inconsistencies between the Manual and the primary reference document the later prevails.

AFSL is a not-for-profit Company registered in July 2003. The Company owns the standard development functions and manages the elements of the Australian Forest Certification Scheme.

The AFSL is accredited by the Accreditation Board for Standards Development Organisations (ABSDO) as a Standards Development Organisation (SDO), and new standards produced by AFSL can be published as Australian Standards. Accreditation ensures Australian Standards retain the quality inherent in the rigorous, transparent and internationally aligned development process.

AFSL provides the structure and framework within which the Australian Forest Certification Scheme is implemented, maintained, reviewed and promoted to all stakeholders interested in forest certification and wood and wood products chain of custody.

AFSL is committed to serving the interest of all stakeholders, individual and Government or non-government agencies.

Key stakeholders including forest and wood products industry, associations and Government agencies support and embrace the Standards developed and managed by the AFSL.

The policies, procedures, and work instructions of the AFSL to support this Manual are to be sourced within the Electronic Document Management System.

This manual is located in the AFSL Management System. Reference (AFSL Policies, 2009)

1.2 DOCUMENT DESCRIPTION

1.2.1 SCOPE

This document summarises the policies and procedures developed and adopted by AFSL to ensure effective and accountable management of the Company and delivery of its services.

1.2.2 OBJECTIVE

The objective of this document is to provide AFSL Members, Directors, staff, stakeholders, customers and suppliers with guidelines relevant to their responsibilities, business or other relationship with AFSL.

1.2.3 APPLICATION

This document applies to AFSL Members, Directors, staff, stakeholders, customers and suppliers. Where sections of the document are relevant to specific positions or other stakeholders, this is indicated at the commencement the relevant section or subsection.

1.2.4 REFERENCES

Primary References

- I. Australian Forestry Standard Limited Constitution (Version 2 - September 2009) Reference (AFSL CONSTITUTION, 2009).

- II. AS 8000-2003 Australian Standard (Good Governance Principles) Reference (AS8000-2003).
- III. ASX Australian Securities Exchange (Corporate Governance Principles and Recommendations). Reference (ASX).
- IV. PRIVACY ACT 1988 No. 119, 1988. Reference (POL-04-Privacy, 2009).
- V. Handbook to the Australian, New Zealand Risk Management Standard AS/NZS 4360:2004. Reference (AS/NZS 4360:2004)

Additional references of documents and files throughout this manual identified in brackets () and location of these are listed at the end of the manual heading 9.Reference.

1.3 AMENDING THIS DOCUMENT

The AFSL Board has the authority to add to, amend, or delete any section of this Manual.

2 THE COMPANY

2.1 MISSION

Australian Forestry Standard Limited's (AFSL) mission is to create and maintain Australian Standards that provide a structure and process that monitors and promotes sustainable forest management and the use of sustainably managed forest products.

2.2 LEGAL STATUS

AFSL is a not-for-profit Company, limited by guarantee. The Company was registered on 23 July 2003.

2.3 BOARD OF DIRECTORS

The company's Board is responsible for good governance within AFSL.

REFERENCE

AFSL Board Charter. Reference (CR CHTR-01-BOD, 2009)

Australian Forestry Standard Limited Constitution. Reference (AFSL CONSTITUTION, 2009)

PURPOSE

This section provides guidance to Directors on corporate governance matters relating to the Board.

2.3.1 DIRECTORS APPOINTMENT AND INDUCTION

Directors are appointed in accordance with the Company's Constitution. Reference (AFSL CONSTITUTION, 2009). All Directors are non-executive and are appointed primarily on the basis of their expertise to ensure the Board possesses a depth and diversity of experience and expertise and knowledge of the forest and wood products industry, and commands a high level of respect within governments and industry. Once appointed, Directors do not, in their capacity as Directors, represent any particular organisation or interest group. Under the *Corporations Act 2001* Directors are required to always act in the best interests of AFSL. Reference (Commonwealth of Australia, 2001).

INDUCTION FOR NEW DIRECTORS

On their first appointment, Directors will have the benefit of an induction program aimed at deepening their understanding of the Company and its business environment. Directors are expected to keep themselves abreast of changes and trends in the Company's business and its business environment generally. The induction program will enable new Directors to gain an understanding of:

- The Company's financial, strategic, and operational and risk management position.
- The rights, duties and responsibilities of the Directors.
- The roles and responsibilities of the Chief Executive Officer.
- The role of the Board committees.

PROFESSIONAL DEVELOPMENT FOR DIRECTORS

Directors are encouraged to participate in continuing education opportunities to update and enhance their skills and knowledge.

PROVISION OF BUSINESS OR PROFESSIONAL SERVICES BY DIRECTORS

Because an actual or perceived conflict of interest may be created, Directors should not generally, provide paid business or professional services of an ongoing nature to the Company. Notwithstanding the general rule, the Company is at liberty to engage the services of any Director having special expertise in the particular field so long as the terms of engagement are competitive, clearly recorded and legal requirements for disclosure of the engagement are properly observed.

APPOINTMENT TO OTHER BOARDS

Any Director while holding office is at liberty to accept other Board appointments so long as the appointment is not in conflict with the Company's business and does not detrimentally affect the Director's performance. Other appointments should be discussed with the Chair before acceptance.

INDEPENDENT PROFESSIONAL ADVICE

A Director is entitled to obtain independent professional advice relating to the affairs of the Company or to his or her responsibilities as a Director. If a Director considers such advice is necessary the Director will first discuss it with the Chair and, having done so, shall be free to proceed. Subject to the prior approval of the Chair, the cost of the advice may be reimbursed by the Company subject to Director ensuring that the cost is reasonable.

INDEMNITY

Directors and Officer Insurance is provided for all Directors in accordance with Clause 55 of the AFSL Constitution. Reference (AFSL CONSTITUTION, 2009)

2.3.2 THE ROLE OF THE BOARD

The Board consists of 6-11 Directors who are appointed by the Company in a General Meeting or by General meeting of a class of membership, in accordance with the Constitution and the Board Charter. Reference (AFSL CONSTITUTION, 2009), (CR CHTR-01-BOD, 2009).

The role of the Board is to manage the business of the Company, providing strategic oversight and leadership, and effective oversight of management. In particular the matters reserved for the Board will include:

POLICIES AND STRATEGIC DIRECTION

- Determining and approving the strategic direction and policies of the Company.
- Working with the CEO to ensure that the strategic direction and policies are reviewed and updated on a regular basis and take into account changes in the operating environment.
- Approving the Business Plan and related corporate performance measures.
- Delegating any of its functions in accordance with a delegations document approved by the Board from time to time.
- Ensuring that the Company has appropriate risk management, internal control and regulatory compliance policies and processes in place to protect the overall business value and the integrity and probity of gaming operations.
- Ensuring that the Company adheres to high standards of ethics and corporate behavior.

STAFF

- Engage and approve appointment of CEO and Company Secretary.
- Approve CEO remuneration package.
- Confirm performance management has been carried out and set KPI's for CEO.
- Approve staff redundancy offers and contracts.
- Resolve or settle industrial disputes (negotiated by management).
- Resolve or settle Equal Opportunity disputes.
- Delegate, as appropriate, other staff related matters to the CEO, or a Board committee.

FINANCIAL

- Authorising any borrowings that the Company may enter into.
- Approving the annual financial budget and any out year forecasts as part of the Business Plan.
- Deciding on whatever steps are necessary to protect the Company's financial position and the ability to meet its debts and other obligations when they fall due, and ensuring that such steps are taken.
- Approving and signing off the annual statutory financial statements, ensuring they are true and fair and otherwise conform in law.
- Approving and monitoring major capital expenditure, major contracts, acquisitions and divestments in accordance with the formal Financial Delegations.

2.3.3 THE ROLE OF THE CHAIRMAN

The Chairman is appointed in accordance with clause 39 of the Constitution, Reference (AFSL CONSTITUTION, 2009), and is responsible for:

- Chairing Board meetings.
- Providing leadership to the Board.
- Establishing the agenda for Board meetings in consultation with the CEO.

- Being the major point of contact between the Board and the CEO.
- Maintaining a high level of knowledge of ongoing issues and their management.
- Providing mentoring for the CEO.
- Chairing the CEO evaluation process.
- Keeping a record of “in camera” Board meetings in the absence of a Company secretary.
- Authorising the CEO’s overseas travel and ratify business related expenses.
- Reviewing draft minutes and sign approved minutes.

2.3.4 THE ROLE OF INDIVIDUAL DIRECTORS

In order to be able to discharge its mandate effectively the Board should comprise Directors possessing an appropriate range of skills and expertise. The qualifications for Board Directorship include:

- the ability and intelligence to make sensible business decisions and recommendations,
- an entrepreneurial talent for contributing to the creation of stakeholder value,
- the ability to see the wider picture,
- the ability to ask the hard questions, preferably with some experience in the industry sector,
- the ability to bring to the Board a specific business or industry skill
- high ethical standards, sound practical sense, and
- a strong commitment to achievement of the AFSL’s Object and Functions.

Directors are independent of management and will generally be active in areas that enable them to relate to the Company’s Business Plan and to make meaningful contributions.

Directors will use their best endeavors’ to attend Board meetings and to prepare thoroughly for them. Directors are expected to participate fully, frankly and constructively in Board discussions and other activities and to bring the benefit of their particular knowledge, skills and abilities to the Board table. Directors unable to attend a meeting will advise the Board Secretary.

In accordance with statutory requirements and in keeping with developments at common law, Directors will:

- Discharge his or her duties in good faith, honestly, and with the level of skill and care expected.
- Use the powers of office for proper purpose, in the best interests of the Company as a whole.
- Act with required care and diligence, demonstrating commercial reasonableness in decisions.
- Avoid conflicts of interest.
- Not make improper use of information gained through their position of Director.

- Not allow personal interests, or the interests of any associated person, to conflict with the interests of the entity.
- Make reasonable inquiries to ensure that the Company is operating efficiently, effectively and legally towards achieving its objectives.
- Undertake diligent analysis of proposals placed before the Board.
- Serve on Board committees as required.

2.3.5 THE ROLE OF CHIEF EXECUTIVE OFFICER

The CEO is responsible for the day to day management of the Company and is accountable to the Board. In particular (but not limited):

- The CEO will implement policies and strategies approved by the Board and will take a lead role in assisting the Board in developing the Company's strategic direction.
- The CEO will manage the operation of the Company within the delegations made in writing by the Board and within the annual budget approved by the Board.
- The CEO will ensure that there are systems and processes documented and implemented to ensure compliance with the Corporations Law, the Constitution and any other legal or compliance obligations of the Company. The CEO will have these approved by the Board through the Audit and Risk Committee.
- The CEO will be responsible for the appointment, and management of staff, within the Board approved annual budget.
- The Board will agree specific goals and initiatives with the CEO directed towards the Company objectives and strategies.
- The CEO will manage the Company to achieve its objectives and the KPI's established as part of the CEO's annual performance review.
- In this capacity, the CEO is expected to act within all specific authorities approved by the Board from time to time. The key agreements guiding the CEO's activities are:
 - CEO's Position Description. Reference (HR-PD-CEO, 2009)
 - Board approved delegations. Reference (CR-BOD-01-DEL, 2009)
 - Board resolutions. Reference (REG-01-BOD-RES, 2003-2010).
 - Company Constitution. Reference (AFSL CONSTITUTION, 2009).

2.3.6 THE ROLE OF THE COMPANY SECRETARY

The Company Secretary will be responsible for carrying out the administrative and legislative requirements of the Board including:

- Ensuring that the Board agenda is developed in a timely and effective manner.
- Coordinating, organising and attending meetings of the Board.
- Drafting and maintaining minutes of Board meetings.
- In conjunction with the Chief Executive Officer, carrying out the instructions of the Board and giving practical effect to the Board's decisions.
- Working with the Chair and Chief Executive Officer to establish and deliver best practice governance.

- Ensuring that the Board procedures are followed and that the applicable rules and regulations for the efficient operation and conduct of the affairs of the Board are complied with.
- Organising and ensuring that proper procedures are followed for General Meetings of the Company, including the Annual General Meeting.
- Ensuring compliance with the Constitution and the *Corporations Act 2001*. Reference (AFSL CONSTITUTION, 2009) and (Commonwealth of Australia, 2001).

2.3.7 COMMITTEES OF THE BOARD

The Board may establish committees as required. Unless otherwise determined by the Board, these will be Advisory and will make recommendations to the Board.

- The current AFSL Committees are all advisory.
- Mandatory committee as per the Constitution; Audit and Risk Committee.
- Other committees can be established and dissolved as per the Boards direction.
- Committee members and Chairs will be appointed by the Board and will have Board approved Charters.
- At least one member of each Committee must be a Director.
- Meetings of any Committee will be governed by the provisions of the AFSL Constitution which deal with Directors' meetings so far as they are applicable and are not inconsistent with any directions of the Directors. The provisions apply as if each Committee member was a Director. Reference (AFSL CONSTITUTION, 2009).

Committees of the Board and reference to their Charters are as follows:

- Audit and Risk Management Committee. Reference (CR CHTR-02-ARC, 2009)
- Governance Review Committee. Reference (CR CHTR-03-GRC, 2009)
- Communications and Marketing Committee. Reference (CR CHTR-04-CMC, 2009).

2.3.8 MEETINGS OF THE BOARD

The Board will meet at least quarterly, either face to face or by other means where all Directors present are able to hear each other simultaneously. Provisions relating to a quorum apply to all such meetings. Directors will be given at least 48 hours notice of a meeting. However, as far as possible, meeting dates will be set on a rolling basis, 12 months ahead. Directors' meetings procedure is stated in the Constitution at clause 34. Reference (AFSL CONSTITUTION, 2009).

ATTENDANCE

At Board meetings, Board responsibilities will supersede all management responsibilities.

A quorum is a majority of Directors. For clarity, if there are six Directors, four Directors must be present either in person or by other means where all Directors present are able to hear each other simultaneously.

NOTICE AND AGENDA

The Chair and the CEO are responsible for the preparation and circulation of Board Papers. They must be circulated to Directors to arrive at least seven days before the meeting. At minimum they must contain the Minutes of the previous meeting, agenda, a report from the CEO, and reports from committees that have met in the interim.

- The Chair may call a meeting at any time (provide the 48 hour notice is given) and the Company Secretary must convene a Board meeting if asked to by the Chair.
- Out of session resolutions may also be made in writing in accordance with the provisions of the Constitution.
- Table 1 provides a schedule of issues that are to be addressed by the Board. Other matters are added as required.

BOARD MEETINGS

Table 1 AFSL Board Meeting Schedule

Board Meetings

Activities are in addition to any significant strategy decision that may arise during the period.

Month (Dates TBA)	LOCATIO N	MEETING TIMES	ACTIVITIES	COMMENT
February	Canberra	TBA	Half Year financial figures. ABSDO Audit preparation report. Revise strategies. Budget forecast. Identify new opportunities. Technical Committees schedule. eNGO targeted communications plan.	This meeting will be primarily a Strategy Meeting focusing on business development and marketing activities, and a review of the first 6 months.
May	Sydney	TBA	Quarterly financial figures. Next FY and revise 3 year Draft Budget. Finalise any Governance Committee proposals. Address ABSDO Audit Report outcomes. Prepare for pending Standard Review.	This meeting will address financial tracking and preparation of forecasts. Any changes put forward by the Governance Committee that needs to go forward to an AGM. Plus preparation and schedule for the upcoming Standards Review.
July	Brisbane	TBA	Financial Year End non-audited reports. Finalise revised budget. Finalise any revised strategy plans. Prepare for Board nominations.	This meeting to focus on year end review and preparation for Board nominations. Finalising plans.
September	Canberra	TBA	Year end audit sign-off. Quarterly financial figures. Annual General Meeting finalise papers.	Finalise Year end, finalise AGM, review year to date.
October	TBA	Noon	Pre AGM	AGM preparation
ANNUAL GENERAL MEETING				
October	TBA	TBA	Annual General Meeting Stakeholders Drinks	

Month, location and activities can be changed or a Directors meeting can be called at the Chairs request, or at the request of no less than three Directors.

Refer to the schedule for the current year. Reference (CR BOD-Meeting Schedule, 2010)

MINUTES

Meeting minutes will be produced and distributed as follows:

- The CEO will ensure that proper Minutes are kept of all meetings of the Board and Board Committees, and that these are distributed to Board or Committee Members within 10 days of the meeting. Reference (CR BOD-DM, 2003-2010) and (CR BOD-Committees, 2009-2010).
- Minutes will contain reference to relevant Board Papers tabled plus any resolutions adopted by Directors.
- Draft minutes will be reviewed by the Chair before circulation to all Directors.
- At the Chair's discretion, an extract or elaboration of the minutes may be circulated for the purposes of communicating decisions within the organization.
- Minutes must be signed by the chairperson of the meeting or by the chairperson of the next meeting of the relevant body.
- Minutes will contain reference to relevant Board Papers tabled plus any resolutions adopted by Directors.

BOARD DISCUSSIONS

Board discussions will be open and constructive; recognising that genuinely held differences of opinion could, in such circumstances, bring greater clarity and lead to better decisions.

Wherever possible the Board will make decision on a consensus basis, but if this is not possible a show of hands will be taken by the Chair and a motion will be carried by a majority of the Directors present.

2.3.9 DIRECTOR'S INTERESTS

CONFLICTS OF INTEREST

Directors will take care to ensure that no real or perceived conflicts of interest exist relative to decisions they make as a Director of the Company. Directors must not use their position with the Company to gain advantage to themselves or someone else (including their employer), maintain a fiduciary duty to the Company and not cause detriment to the Company.

Directors should disclose any potential conflict of interest at the beginning of the meeting or at the time a particular issue of conflict arises in the Agenda. The Chair then will either:

- Seek views of other Directors as to whether a conflict exists; if so,
- Ask the Director to leave the room while the matter is discussed;
- Ask the Director for their views on the matter and then ask them to leave the room while it is discussed.

The following examples, which are not inclusive and do not cover the issue of materiality, provide a guide to the application of this policy:

Direct Financial Interest

A Director must disclose a direct conflict of interest where the Director, his or her immediate family, or any organisation to which the Director is associated receives a direct financial benefit, or loss. Consideration needs to be given to the scope of the organisation and the degree of association. For example, a Director would have a direct conflict of interest where he or she is an employee of a Company or organisation and a contract with the organisation was being considered by the Board.

Indirect Financial Interest

A Director must disclose an indirect conflict of interest where the Director, his or her immediate family, or any organisation to which the Director is associated receives an indirect financial benefit. For example, a Director would have an indirect conflict of interest where he or she is a member of an organisation that has had a strong involvement in a contract that could benefit the organisation or its members.

CONSEQUENCES OF FAILURE TO OBSERVE POLICY

Corporate governance breaches can carry both civil and criminal penalties, could jeopardise the AFSL's operations, prejudice stakeholder perceptions, and put the AFSL itself at risk.

2.3.10 BOARD PERFORMANCE

The Board will determine how it will assess its performance and this will be done at least every 2 years.

2.4 CODE OF CONDUCT

A Code of Conduct is a cornerstone of the AFSL corporate governance. Framed to reflect good governance principles as set out in AS 8000-2003 Australian Standard, Good Governance Principles. Reference (AS8000-2003).

2.4.1 THE NEED FOR A CODE

Ethical conduct is a non-negotiable obligation of Directors and staff stemming from the duties that they owe to those financing the Company and to their wider stakeholders. It is an explicit and implicit imperative of legislation, which is reinforced by criminal and civil penalties.

Guidelines on corporate governance state that bodies should operate in a manner consistent with community expectations, decisions of the Board and relevant legislation, and that it is essential for the organisation's guiding ethics and Code of Conduct to be clearly understood and followed by each member of the organisation and to be communicated to all stakeholders.

In keeping with those guidelines, the Directors and staff are committed to demonstrating, through both their words and actions, an absolute allegiance to the Code. They accept responsibility for promoting high standards of ethics and integrity, recognising that the attitudes and actions of Directors and staff affect the integrity, ethics, values and other aspects of the Company's culture.

2.4.2 BEING SEEN TO BE ETHICAL

The Code of Conduct not only guides behaviour; it is also important in helping to encourage accurate perceptions of behaviour. Although actual adherence to the highest ethical standards is paramount, it is also important for the organisation and the individual to avoid ambiguous behaviour that may be perceived as unethical. The requirement to be seen to be ethical is not an obligation borne alone by the individual Director or staff member: the transparency of the Company's management processes goes a long way to counter such misconceptions. Nevertheless, the potential for behaviour to be misconstrued is ever-present.

2.4.3 AFSL DIRECTORS CODE OF CONDUCT

- Directors must act honestly, in good faith and in the best interests of the Company as a whole.
- Directors have a duty to use care and diligence in fulfilling the functions of office and exercising the powers attached to that office.
- Directors must use the powers of office for a proper purpose, in the best interests of the Company as a whole.
- Directors must recognise that the primary responsibility is to the Company's Members as a whole but should, where appropriate, have regard for the interest of all stakeholders of the Company.
- Directors must not make improper use of information acquired as a Director.
- Directors must not take improper advantage of the position of Director.
- Directors must declare and properly manage any conflict of interest with the activities of the Company.
- Directors have an obligation to be independent in judgement and actions and to take all reasonable steps to be satisfied as to the soundness of all decisions taken by the Board of Directors.
- Confidential information received by a Director in the course of the exercise of Directorial duties remains the property of the Company from which it was obtained and it is improper to disclose it, or allow it to be disclosed, unless that disclosure has been authorised by that Company, or the person from whom the information is provided, or is required by law.
- Directors should not engage in conduct likely to bring discredit upon the Company.
- Directors have an obligation, at all times, to comply with the spirit, as well as the letter, of the law and with the principles of this Code.
- Directors will support the word and spirit of Board decisions outside the Boardroom.

2.4.4 CONSEQUENCES OF FAILURE TO OBSERVE THE CODE

Breach of this policy would jeopardise good corporate governance, possibly to a serious degree. The following clauses within the Constitution allow for the dismissal of a Director in breach of Code of Conduct. Reference (AFSL CONSTITUTION, 2009).

AFSL Constitution Clauses:

27.1 The Company may by resolution passed in general meeting:

(a) Subject to clause 26.1 increase or reduce the number of Directors; and

- (b) Remove any Director before the end of the Director's period of office.

27.5

- (a) If the conduct or position of any Director is such that continuance in office appears to the majority of the Directors to be prejudicial to the interests of the Company, two-thirds of the Directors at a meeting of the Directors specifically called for that purpose may suspend that Director.
- (b) Within 14 days of the suspension, the Directors must call a general meeting, at which the Members may either confirm the suspension and remove the Director from office in accordance with clause 27.1(b) or annul the suspension and reinstate the Director.

3 AFSL'S PLANNING AND REPORTING FRAMEWORK

3.1.1 AFSL CORPORATE DOCUMENTS

AFSL corporate documents aimed at providing maximum transparency and accountability to the Company's members and stakeholders, and ensuring compliance with relevant laws, include:

- Corporate Governance Manual.
- Company Constitution.
- AFSL Business and Communications Plan.
- Board monthly and quarterly financial reports.
- Company Annual Report.
- Members Update Brief - sent when topics of interest and or importance arise.
- Stakeholders Newsletter – sent to as many stakeholders in the industry, primarily through peak organisational bodies.
- Media Releases to industry and related industry stakeholders.
- Media & Announcements section on the website – updated frequently.
- Information Packs – mail outs to organisations and individuals, handouts at events.
- Welcome Packs for newly certified organisations

All AFSL documentation is stored on the AFSL Management System see Section 7.

3.2 CONTINUAL IMPROVEMENT PHILOSOPHY

3.2.1 COMMITMENT

AFSL's commitment to continual improvement of its operations and services is aimed at:

- Ensuring an energetic, continuing focus on the needs of AFSL's members and stakeholders.
- Meeting or exceeding the expectations of investors, Members and customers.
- Achieving high levels of staff performance, satisfaction, health and safety.
- Ensuring AFSL personnel have the necessary skills to ensure continuous improvement.

- Providing important controls for corporate governance.

Wherever possible, AFSL's processes will be consistent with the quality requirements of International Standard ISO 9000 Third Edition. Reference (ISO9000-2005).

3.2.2 POLICY DEVELOPMENT

The Board must ensure that the Company has appropriate risk management, internal control and regulatory compliance policies and processes in place to protect the overall business value and the integrity of the Company. The Board must also ensure that the strategic direction and policies are reviewed and updated on a regular basis and take into account changes in the operating environment.

Policies are developed and authorised where there is a need for a clear description of behavioural boundaries or a consistency of approach. Policy originates from the Board and the Chief Executive Officer. However, any member of staff may suggest and draft policy and submit to the CEO.

All policies require Board approval prior to implementation and will be circulated to the Board and staff for comment prior to the next Board meeting at which they are considered. Reference (AFSL Policies, 2009).

3.2.3 PROCEDURES

Procedures are developed and authorised where there is a need for a clear and consistent approach to conducting AFSL business. Procedures originate from the Chief Executive Officer; however, any member of staff may suggest and draft procedures. Procedures will be circulated to staff for comment prior to them being finalised. Reference (AFSL Procedures, 2009)

3.2.4 SYSTEM MANAGEMENT PROCEDURES

AFSL has developed procedures to ensure standardisation and compliance in its delivery and development of management processes. These include the following procedures:

- MS Document Control. Reference (SM PROC-08)
- Internal Audit. Reference (SM PROC-03, 2010)
- Records Control. Reference (SM PROC-01, 2010)
- Corrective and Preventative Action. Reference (SM PROC-05, 2010)
- Management Review. Reference (SM PROC-06, 2010)
- Document Reviews. Reference (SM PROC-07, 2010)
- File naming. Reference (SM PROC-02, 2010)
- Stakeholder Review. Reference (SM PROC-04, 2010)

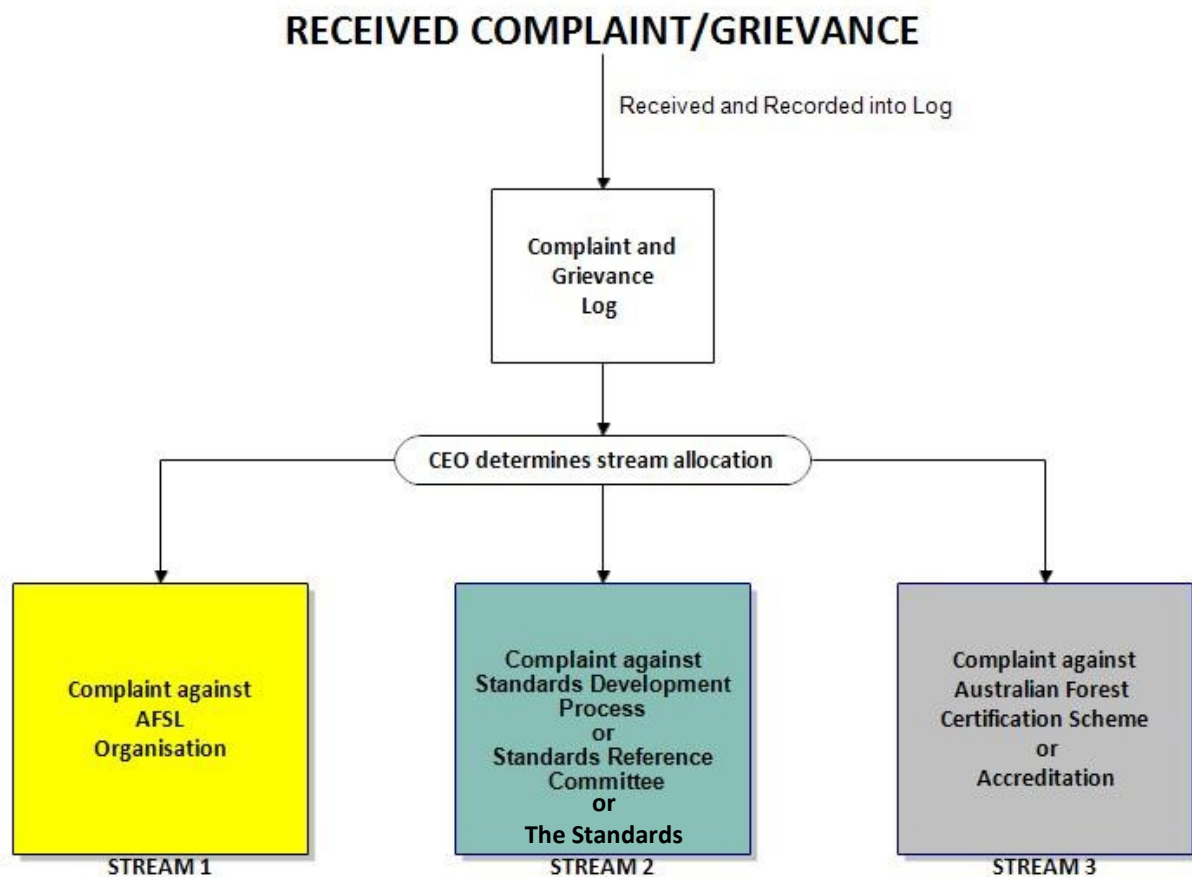
3.2.4.1 CORRECTIVE AND PREVENTATIVE ACTION

Corrective actions are those applied to eliminate the cause of nonconformities in the management processes of AFSL in order to prevent recurrence. The CEO is responsible for establishing, documenting and maintaining a process for corrective action. Corrective action shall be appropriate to the effect of the nonconformities encountered and will be initiated as soon as possible after detection of any deficiency in a process or conduct of work.

The CEO is responsible for establishing, documenting and maintaining a process for Preventive Action. Preventive action shall be appropriate to the effect of the potential deficiencies and will be initiated to deal with deficiencies only to a level corresponding to the risk encountered.

The procedures for corrective and preventative action are described in Corrective Preventative and Improvement document. Reference (SM PROC-05, 2010).

3.3 COMPLAINTS AND GRIEVANCE PROCESS



This Manual covers stream 1 complaints/grievances only.

SCOPE

AFSL is committed to handling grievances in a way that is:

- Fair, unbiased, accessible and will not impose any undue burden on the complainant
- Provides for the timely hearing of complaints, and attempts to fully address each complaint.
- Reviewed regularly to ensure its effectiveness.

PROCESS

On receipt of a complaint/grievance details are recorded and the grievance/complaint handled as per the Complaints-Grievance procedure.

PROCEDURE

AFSL Complaints and Grievances Procedure Reference (CM PROC-08, 2010).

3.4 PRIVACY POLICY

AFSL manages personal information in accordance with the PRIVACY ACT 1988 No. 119. AFSL follows the guidelines as set out in Schedule 3 of the Privacy Act – National Privacy Principles. Reference (Commonwealth of Australia, 1988).

3.4.1 PERSONAL INFORMATION COLLECTED BY AFSL

AFSL Privacy Policy 2009 all aspects of the handling of personal details as accrued by AFSL . Reference (POL-04-Privacy, 2009).

3.5 MEDIA POLICY

3.5.1 OBJECTIVE

To provide for effective communication with the media by ensuring Directors, staff, and others who may act on behalf of AFSL, have the necessary skills, and are aware of their media responsibilities.

3.5.2 MEDIA SPOKESPERSONS

DIRECTORS

The Chair and the Chief Executive Officer are the principal spokespersons for AFSL.

Directors may communicate with the media and other parties on behalf of AFSL, if it is in relation to an interview or paper they have been asked to deliver on behalf of the AFSL by the Chair of the Board.

If a Director is in doubt about the appropriateness of making any statement, or put in the position they cannot readily avoid responding he/she should refrain from comment until he/she has consulted with the Chair or Chief Executive Officer and reached agreement on the appropriate position.

Where an issue or unavoidable comment to the media could impact on the operations of the AFSL, Directors should advise the Chief Executive Officer immediately.

STAFF

Staffs are not permitted to make statements to the media on behalf of the AFSL. If a staff member is in doubt about any statement they may have made, that may be used by media, he/she are to advise the Chief Executive Officer immediately.

RESEARCHERS AND SERVICE PROVIDERS

Researchers and service providers are not authorised to comment on the role, objects, or general activities of AFSL, and must refrain from providing media comment on any matter that may impact on AFSL unless he/she has consulted and reached agreement with the Chair, or Chief Executive Officer.

3.5.3 MEDIA TRAINING

The Chair, Chief Executive Officer and any others likely to be in contact with the media should have adequate skills and experience in media management or undertake a media training program.

GENERAL MEDIA ENQUIRIES

AFSL will aim to respond appropriately to all relevant media enquiries. Wherever practical, media enquiries shall be directed to the Chief Executive Officer or Chair. Staff or Directors of the company should not allow journalists to pressure them into making comments on or off the record.

3.5.4 MEDIA RELEASES

All media releases are to be cleared by the Chief Executive Officer or Chair before being released. Where appropriate, the Chief Executive Officer will discuss media releases with the Chair. Copies of all approved media releases shall be distributed to Directors and relevant stakeholders to reach them no later than the time it is received by media outlets. Staff is responsible for preparation of draft media releases specific to their responsibilities.

To review past and current media releases issued by AFSL refer to the register for media releases. Reference (REG-06 Media Releases).

3.6 INVOLVEMENT IN EXTERNAL ORGANISATIONS

The involvement of employees or Directors of AFSL in other organisations and committees is on the basis that such involvement is:

- As an individual and not as a representative of the AFSL
- Not undertaken if doing so clearly breaches the guidelines of the Code of Conduct or Conflicts of Interest. Reference (AS8000-2003).

Exceptions to this are where involvement:

- Clearly falls within a Director/employee's responsibilities and has the approval of the CEO or Chair, or
- The Director/employee is designated as the AFSL's representative.

All personnel involved in other organisations should remain aware of their responsibilities to AFSL.

4 FINANCE AND RISK MANAGEMENT

4.1 AUDIT AND RISK COMMITTEE

4.1.1 REFERENCE

Audit and Risk Committee Charter (CR CHTR-02-ARC, 2009)

4.1.2 ESTABLISHMENT

The AFSL recognises that good corporate governance is vitally important to the fulfillment of its object and functions. The AFSL Constitution states it is mandatory to establish an Audit and Risk Committee. The Committee will hold such meetings as the chair of the Audit and Risk Committee shall decide in order to fulfil the Committee's duties, but shall meet no less than twice each financial year. In addition, the Chair is required to call a meeting of the Committee if requested to do so by any committee member, the external auditor or Board.

4.1.3 MEMBERSHIP

The Audit and Risk Committee shall consist of three members; the Chair of the Committee should be an independent Director, if possible, with two other Directors.

The CEO, although not a member, shall attend all meetings unless determined otherwise by the Chair of the Committee, or excused by the committee.

The Board Chair cannot be appointed to the Audit and Risk Committee but can attend meetings as an 'ex officio' member of the Audit Committee

The Board can appoint an external expert to the Audit and Risk Committee if it wishes.

4.1.4 ROLE

The Committee's primary objective is to assist the Board in fulfilling its responsibilities by focusing on risk management, financial and reporting issues. In addition, the Audit and Risk Committee will monitor the Company's compliance with the relevant legislation and regulations as well as assisting the Board to ensure Company activities are consistent with the Company's strategic intent and its financial capabilities.

- Management and financial reporting.
- Ensuring the AFSL and its Directors comply with the relevant laws and regulations.
- Maintenance of an effective audit function.
- Ensure a suitable risk management and external control framework.

4.1.5 REPORTING

The Audit and Risk Committee shall make known to the Board as soon as possible any matters requiring Board attention including issues which are in conflict with or likely to impact negatively on the goals and objectives of the Company

The Committee shall supply the Board with a copy of its reports on a timely basis. The Committee reports to the Board with:

- Reviews and comments on the draft annual financial reports.
- Any issues that arise after meeting with the Company's auditor in relation to the annual financial statements as soon as practicable on.

- Review on the adequacy of audit procedures.
- Assess and report on the adequacy of risk assessment processes and measures to minimise and manage risk exposures.
- Prepare an annual report, a copy of which will be provided to the Board to note, summarising the work performed by the committee to fully discharge its duties.
- Identify and recommend any special projects or investigations deemed necessary.
- Identified instances of fraud
- Other items that it considers to be reported to the Board.

4.2 RISK MANAGEMENT

4.2.1 REFERENCE

AFSL Risk Management Matrix (CR BOD-02-RISK, 2009)

AFSL Risk Management Policy (POL-11-BOD-RISK, 2009)

4.2.2 PURPOSE

To ensure that risk management is incorporated into all of AFSL's operational activities through the adoption and application of systematic processes to identify, analyse and manage risk so that it is reduced to an acceptable level.

AFSL aims to ensure that risk management is incorporated in all AFSL activities by adopting and applying systematic processes to identify, analyse, assess, manage and monitor risk so that it is reduced to a level acceptable to the Company.

The objectives are to:

- Provide achievement of planned outcomes through efficient and effective operations; business continuity; and comfort to stakeholders
- Protect the AFSL's commercial position; public position/image; employees; information; property; and other assets.
- Support legal compliance; due diligence and project budgetary control.

4.2.3 ACCOUNTABILITY

The Risk Management Matrix will be reviewed and updated by the Chief Executive Officer prior to each meeting of the Audit and Risk Committee. Reference (CR BOD-02-RISK, 2009).

4.3 USE OF ELECTRONIC OR SCANNED SIGNATURES POLICY

4.3.1 REFERENCE

Authorised signatures form. Reference (Forms Authorisations, 2010)

4.3.2 SCOPE

This policy is to ensure currency of an AFSL signature register for the purpose of audit.

4.3.3 CONDITIONS OF USE

Electronic or scanned signatures may only be used without the signatory's authorisation on a previously approved standard letter that incorporates the signatory's signature.

Scanned signatures may not be used on a non-standard letter without the written or verbal of the owner of the signature.

4.4 DELEGATIONS

4.4.1 REFERENCE

AFSL Board Delegations (CR-BOD-01-DEL, 2009)

4.4.2 AUTHORITY TO DELEGATE

Pursuant to the AFSL Constitution, the Board may make or amend delegations. Delegations are based on a realistic assessment of Company's business. Reference (AFSL CONSTITUTION, 2009).

THE DELEGATIONS

This AFSL Delegation procedure sets out the framework for operating delegations to manage within the Company. The delegations apply to the Board of Directors, CEO and members of Company staff, who have delegated authority to make decisions or sign documents on behalf of the Company.

Delegations of authority are the mechanisms by which the Company enables its staff to act on behalf of the Company. The Company views these delegations as a key element in effective governance and management as they provide formal authority to that officer to commit the Company and/or incur liabilities for the Company.

Delegations will be reviewed by the Board of Directors, through its Audit and Risk committee, annually.

All delegations involving expenditure or financial commitment can only be exercised if they are within the Board of Directors approved budget, unless otherwise stated or with other Board approval.

4.5 SUPPLIER SELECTION

4.5.1 REFERENCE

Purchasing Sub-Contractors (CM PROC-09)

Purchasing Material and Services (CM PROC-10)

Register of Resources (REG-Consultants, 2010)

4.5.2 SUB-CONTRACTORS

This procedure applies to sub-contractors for use on any AFSL activities and describes the processes for obtaining sub-contractors to augment AFSL staff resources (internal or in the development and maintenance of Forestry Standards).

4.5.3 MATERIAL AND SERVICES

This procedure applies to goods and services for internal AFSL use and describes the processes for selecting suppliers, purchasing material and services, and ensuring that the delivered materials and services meet the requirements stipulated.

4.6 AFSL LEGAL CONSULTANTS

AFSL legal representation and consultants, as required, is Williams Love & Nicol. Contact details:

WILLIAMS LOVE & NICOL LAWYERS

Level 8, 28 University Avenue Canberra City ACT 2601

GPO Box 3243 Canberra City ACT 2601 DX 5626 Canberra

Tel +61 2 6263 9900 Fax +61 2 6263 9999

www.wln.com.au

The CEO will seek legal advice where required, or as directed by the Chair.

4.7 ACCOUNTING AND ASSETT MANAGEMENT

4.7.1 FINANCIAL REPORT

The Directors of the Company are responsible for the preparation and fair representation of the financial report in accordance with Australian Accounting Standards and the *Corporations Act 2001*. Reference (AASB) and (Commonwealth of Australia, 2001).

This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report, selecting and applying appropriate accounting policies, and making accounting estimates that are reasonable in the circumstances. Section 3.2 of this document refers to Audit and Risk Management.

The financial report is prepared on an accrual basis and is based on historical costs.

PLANT AND EQUIPMENT

Each class of plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation. The carrying amount of plant and equipment is reviewed annually by the Directors to ensure it is not in excess of the recoverable amount from those assets. The depreciable amount of all fixed assets are depreciated over their estimated useful lives to the Company commencing from the time the asset is held ready for use.

The CEO maintains an Asset Register. Reference (REG-03-Assets).

EMPLOYEE BENEFITS

Provision is made for the Company's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits expected to be settled within one year together with benefits arising from wages and salaries, annual leave and sick leave which will be settled after one year, are measured at the amounts expected to be paid when the liability is settled plus related on costs. Other employee benefits payable later than one year are measured at the present value of the expected future cash outflows to be made from those benefits.

Contributions are made by the Company to an employee superannuation fund and are charged as expenses when incurred.

AFSL complies with the guides and information provided by the Australian Taxation Office for superannuation. Reference (ATO-SUPER).

REVENUE

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets. Other revenue is recognised when the right to receive the revenue has been established.

All revenue is stated net the amount of Goods and Services Tax (GST).

GOODS AND SERVICES TAX

Revenue, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense.

Receivables and payables in the Statement of Financial Position are shown inclusive of GST.

TAXATION STATUS

The Company is a not-for-profit, public Company for the promotion/advancement of forest certification in Australia and is exempt from income tax. Reference (ATO-RUL).

4.7.2 AUDITOR'S RESPONSIBILITY

The Company's Auditor has responsibility for conducting an audit in accordance with Australian Auditing Standards and to provide an audit report to the members of Australian Forestry Standard Limited and an Auditor's Independence Declaration.

An auditor is appointed at the Annual General Meeting for the next financial year.

The current appointed auditors are:

PKF Chartered Accountants & Business Advisors
Di Bartolo Diamond & Mihailaros
Level 7, 28 University Avenue
CANBERRA ACT 2600

4.8 INDEMNITY AND INSURANCE

AFSL provides insurance and indemnities to the Company, Directors and staff commensurate with the associated risk.

4.8.1 POLICIES HELD

The following policies are held by the organisation to cover

All staff and non-working Directors past and present for

- Professional Indemnity Insurance
- Directors and Officers Insurance
- Employment Practices Liability

Description:	Workers Compensation
Policy Number:	CW003753
Insurer:	GIO General Insurance
Renewal Date	February each year

Description:	Commercial Pack Policy
Policy Number:	122E000862COM
Insurer:	Allianz Commercial
Renewal Date	October each year

Description:	Association Liability
Policy Number:	01ASL0736090
Insurer:	CGU
Renewal Date	October each year

4.9 AFSL CREDIT CARDS POLICY

4.9.1 SCOPE

To ensure an audit trail for AFSL credit card expenditure and comply with good governance principles for financial risk management.

4.9.2 ISSUE OF CREDIT CARDS

AFSL may issue to permanent staff a credit card, hereafter referred to as the card. Staff issued with a card shall use the card for all business purchases of goods or services as far as practical.

4.9.3 CONDITIONS FOR USE

CARDHOLDER ACKNOWLEDGEMENT

AFSL has sole liability for all expenditure and charges legally made on the card. However, the issue of the card is conditional upon cardholders signing the Credit Card Agreement that imposes responsibilities on the cardholder.

CARDHOLDER INSTRUCTION

AFSL shall instruct cardholders on the use of the card and shall issue them with the following:

AFSL Credit Card Agreement. Reference (Forms Authorisations, 2010)

A copy of relevant financial institution's conditions of use (This is provided by the financial institution on receipt of card)

FINANCIAL DELEGATION

Where staff does not have the appropriate financial delegations for the purchases they shall obtain written authorisation from the CEO, prior to using the card. Approval for travel will imply approval for reasonable purchases associated with the travel. Refer to Section 3.4 of this document on Delegations.

SECURITY

Cardholders are fully responsible for the safe keeping of their cards and for ensuring that important card details e.g. card number, expiry dates are kept confidential.

MONTHLY RECONCILIATION

The cardholder is responsible for holding receipts, and reconciling them against card expenditure/charges on monthly statements.

Monthly statements are forwarded to all cardholders for reconciliation. The reconciliation requires:

- Verifying the transactions appearing on the Card Statement to ensure that the amount and details of expenditure are correct (original receipts are attached).
- Providing details to enable FBT and GST to be calculated.
- Reviewing and providing appropriate approval for all expenditure charged to their card on monthly statements.

DISPUTED CARD TRANSACTION

Where a cardholder disputes a card transaction he/she shall initially raise the matter directly with the merchant/supplier. Where a cardholder is unable to resolve the dispute with the merchant/supplier cardholder shall immediately contact the Chief Executive Officer/ Audit and Risk Management Committee.

LOST OR STOLEN CARDS

Where a card is discovered to be lost or stolen the cardholder shall immediately notify the financial institution by telephone. The cardholder shall then advise the Chief Executive Officer/Audit and Risk Management Committee with details of the lost or stolen card for the arrangement of a replacement card.

CARD MISUSE/DISCIPLINARY ACTION

The deliberate use of the card in contravention of the policies and procedures in this policy constitutes misuse and disciplinary action will be taken against the responsible cardholders. Any known incident of fraudulent use of the card is to be reported to the Chief Executive Officer/Audit and Risk Management Committee.

5 BUSINESS STRATEGY

5.1 REFERENCE

AFSL Business & Communications Plan (BQP-BUS-COM, 2010)

5.2 AFSL BUSINESS & COMMUNICATIONS PLAN

The three year business and Communications plan sets out the business model, products and services, communications and specific activities for the management and funding of AFSL. Reference (BQP-BUS-COM, 2010).

The plan is also delivers the strategic direction and budget as approved by the AFSL Board and provides the baseline for key performance measurements.

AFSL IS IN THE BUSINESS OF:

Standards Development Organisation

Developing, maintaining and providing process for continuous improvement to the Australian Standards as they relate to sustainable forest management.

Sustainable Forest Management

Increase and maintain hectares of Australian Forests under the Australian Forest Certification Scheme (AFCS) and servicing members

Business Development

Creating demand for forestry and wood products that can be verified as being from sustainably managed forests.

5.2.1 AFSL BUSINESS OBJECTIVES

The CEO manages and reviews the business objectives and ensures the alignment of these with the approved strategies of the Board. The CEO can provide recommendations and amendments to the business objectives which the Board will consider at the next Board meeting.

5.3 AFSL BUDGET

The Company's financial instruments consist mainly of cash and deposits at bank, trade debtors, trade creditors and secured credit facilities.

It is within the AFSL's Board Charter to approve the annual financial budget and any out year forecasts and to determine whatever steps are necessary to protect the Company's financial position and the ability to meet its debts and other obligations when they fall due, and ensuring that such steps are taken. The annual Budget for the coming Financial Year is generally approved at the May Board meeting.

The CEO will implement policies and strategies approved by the Board and will take a lead role in managing the operation of the Company.

Further information about funding and expenses is provided in the AFSL Business & Communications Plan. Reference (BQP-BUS-COM, 2010).

5.4 EVENTS PARTICIPATION POLICY

In this policy, "event" means a trade show, conference, seminar, festival or other event relevant to AFSL's business.

5.4.1 GUIDING PRINCIPLES

BASIS OF PARTICIPATION

ASFL will participate in, or help sponsor, events that:

- Are of strategic importance to the Company.
- Have the potential to provide ASFL with sufficient direct or in-direct benefits to justify the cost.

EXAMPLES OF POTENTIAL BENEFITS

Potential benefits of participation in an event may include:

- Establishing strategic linkages, alliances or networks.
- Identifying or addressing industry development needs, priorities, or impediments.
- Opportunities for collaboration/integration of industry development efforts.
- Generation of new business and / or funding.
- Identify and / or develop new AFSL services.
- Sales of existing AFSL services.
- Human capital development.
- Enhancing the Company's profile.

COLLABORATION

AFSL, where practical, will seek to participate at events in collaboration with other relevant industry and related bodies to minimise costs and demand on staff time. Collaboration may involve:

- Joint participation in events.
- Participation in seminar series hosted by other organisations.
- Fostering closer international cooperation with respect to hosting and/or participating in relevant events.
- National and international events.

AFSL will maintain a Register of international, national and other events that the Company will normally participate in. The Register will include the name and objectives, date/s, host and organiser contacts. Reference (REG-08-Events, 2010)

5.4.2 APPROVALS

TIMING AND PROCESS

AFSL may approve participation in events on the basis of minimising costs while also optimising the potential benefits available from the event. Attendance will be determined taking into account:

- The need for AFSL representation.
- The need for specific staff to attend because of their position or specialisation.
- Staff development.

DIRECTORS

The attendance of Directors should be approved by the Chair and coordinated by the Chief Executive Officer.

6 EMPLOYMENT AND REMUNERATION

6.1 REFERENCE

AFSL Employee Agreement 2010 (CR-HR-EMP, 2010)

6.2 EMPLOYEE AGREEMENT

A standard employee agreement has been developed to apply to all staff employed by the AFSL.

The agreement was developed in collaboration with the AFSL lawyers' industrial relations law specialist;

John Wilson, NSW Law Society Accredited Specialist, Employment and Industrial Relations Law.

6.2.1 THE OBJECTIVES OF THE AGREEMENT ARE TO PROVIDE:

- a stable and harmonious workplace;

- easily understood conditions of employment that suit the needs of the business and the Employees; and
- working conditions that will provide employees and the business with the flexibility to meet changing circumstances and needs.

6.2.2 RELATIONSHIP TO AWARD AND OTHER LAWS

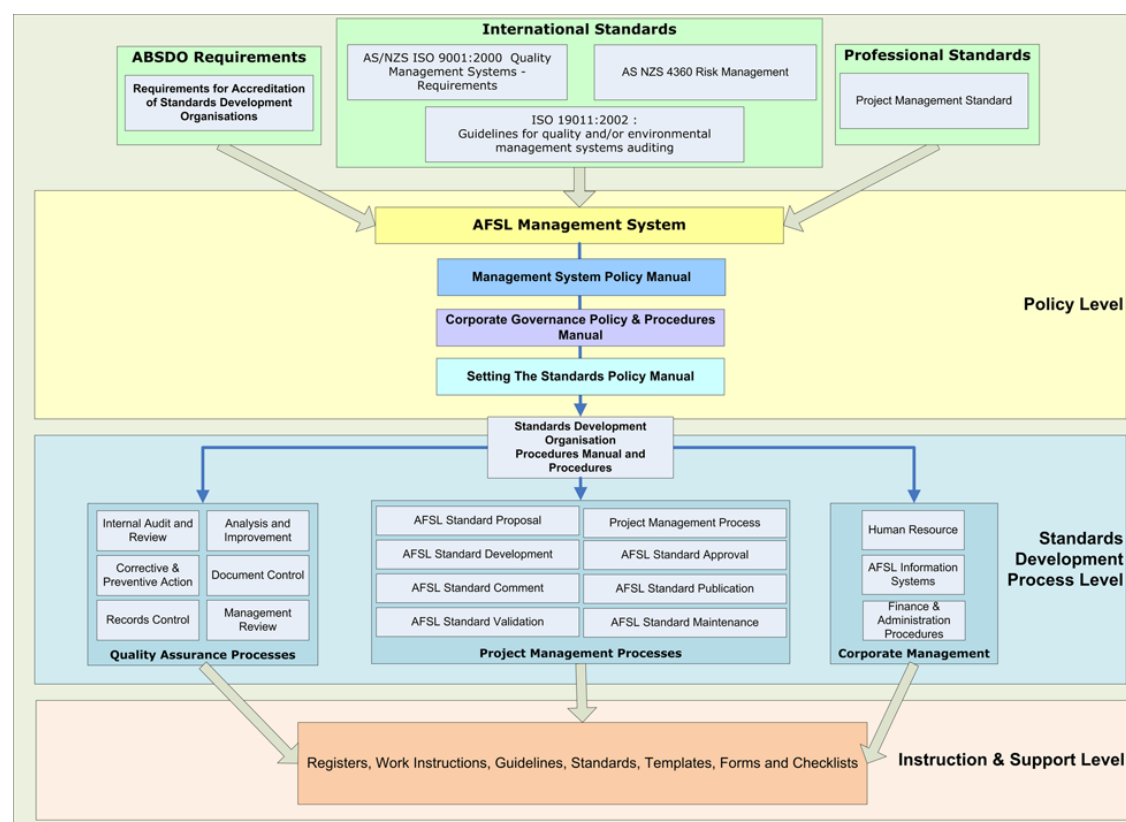
In respect of the employees covered by or employed under this Agreement, this Agreement excludes and replaces in total:

- any award-based transitional instrument;
- any Modern Award;
- Clerks - Private Sector Award 2010; and
- subject to section 29 of the Fair Workers Act (Commonwealth of Australia, 2010) and unless otherwise specified, any law of a State or Territory.

7 AFSL MANAGEMENT SYSTEM MODEL

All development, masters and backup of master documentation are located in the AFSL Management System. The files are located on the AFSL Server and the server is backed up to an offline location every night.

The management system provides information, documentation and records management to ensure compliance with International Standards, Professional Standards and ABSDO requirements.



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