

FSC[®] AUSTRALIA

2015 Annual Report



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MESSAGE FROM THE CHAIR



I am pleased to present to our members and stakeholders the 2015 Annual Report for Responsible Forest Management Australia Ltd (t/as FSC Australia). This was a year of successful transition for the organisation, as we welcomed our new CEO Adam Beaumont, worked both to continue development of the national standard for forest management and to transition the organisation's business model ready for implementation of the standard. Developing the national standard for forest management has continued to be our top priority, and the Standards Development Group has made considerable progress and worked to consult both our members and a range of experts to inform its development.

In 2015, the Indigenous Working Group of experts provided invaluable advice and expertise to both the standard development process and more broadly to FSC Australia on Indigenous and forestry issues. We greatly appreciate the hard work, enthusiasm and dedication of both the Standards Development Group and the Indigenous Working Group, in particular their willingness to debate and discuss often challenging issues in an atmosphere of respect and constructive dialogue.

In 2015, we developed and began implementation of our five year strategic action plan, through which we have taken steps to ensure the long term financial stability of the organisation through a more lean and flexible team structure, while ensuring a central focus on servicing the needs of new and existing members, certificate holders and business supporters. We partnered with other certification organisations to host the Demanding Change by Changing Demand forum in November, providing an important opportunity for our members to participate in important discussions about the future of certification and what is needed to support it.

Myself, the board and the FSC Australia staff look forward to continuing to work with the membership and other stakeholders in the next 12 months to finalise the national standard, to further build awareness of and demand for FSC, and to continue to build our member services.

A handwritten signature in black ink, appearing to be 'J. B.', with a flourish at the end.

DIRECTORS REPORT

Your directors present this report on the company for the financial year ended 31 December 2015.

Directors and meeting attendance

The board of directors met five times in 2015 as follows:

27th February, Melbourne

10th April, via technology

29th May, Melbourne

28th August, Melbourne

26th November, Melbourne

Office Bearers

- Chair:
 - » Jonathan La Nauze (until 29 May)
 - » Jacqueline Schirmer (29 May – Current)
- Company Secretary:
 - » Daniel Goldsworthy

Proceedings on behalf of the company

No person has applied for leave of Court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings. The company was not a party to any such proceedings during the year.

The name of each person who was a Director during the calendar year 2015 and their meeting attendance is shown below. Director's details are shown in Appendix 1.

DIRECTOR	Number of Meetings Attended	Meetings Eligible to Attend
FEGENT-MCGEACHIE, Jacqueline	0	1
FIENBERG, Linda	5	5
GROENHOUT, Pat	5	5
LANAUZE, Jonathan	5	5
MORGAN, Andrew	3	4
MURRAY, Helen	3	3
PEACHY, Kevin	2	2
REES, Sarah	5	5
RUSSELL, Susie	5	5
SCHIRMER, Jacki	5	5
SPEECHLEY, Cheryl	3	5

2015 YEAR IN REVIEW

OUR VISION:

FSC is the trusted brand for 'Healthy forests supporting healthy communities'

OUR ROLE:

We bring together people with economic, social, and environmental interests in forests to drive improvement and shift the global forest trend towards conservation, restoration and respect for all. We partner with our members, certificate holders and companies across the supply chain to promote FSC's brand value.

OUR VALUES:

Courage in tackling issues honestly

Respect by listening, being present & valuing contribution

Empower people to engage in forest management

Integrity in how we work, engage, and communicate



STRATEGIC REALIGNMENT

STRATEGIC REALIGNMENT



1.1
million
hectares
of certified
forest

2015 – 2020 Strategic Plan Background and Aims

FSC Australia has had a presence in Australia since 2001 and since 2011 has been a national office of FSC. Significant gains have been made by the organisation over this period. Consumer awareness of the FSC logo has doubled, there are now 1.1 million hectares of certified forest and just over 300 chain of custody certificates for businesses making or distributing FSC products.

But FSC Australia is not immune to the constraints of managing a not-for-profit organisation in a low-cost environment. To position FSC Australia for more success over the next five years and ensure FSC's brand remains visible, known and demanded, the Board and CEO worked with members and stakeholders in 2015 to set our 2020 strategic plan.

With strong consideration to the FSC International Global Plan, FSC Australia's 5-year Strategic Plan ensures financial stability through a leaner and more flexible team structure.

The plan seeks to drive more efficient project based delivery while remaining focused on servicing the needs of new and existing members, certificate holders and business supporters.



STRATEGIC REALIGNMENT

*“Make FSC
publicly
visible and
known.”*

Development of the Plan

A large focus of the Strategic Plan was on the principles, values and behaviour that we actively seek to promote in every interaction that we have. A key feature is our focus on collaboration, transparency and respect and this was reflected in how the plan was developed.

Both the FSC Board and FSC Australia staff were involved in an April planning session external facilitated by Keith Greaves. The session sought to set a new vision and direction for FSC Australia.

A draft 5-year plan was created and shared with members for feedback as part of a more collaborative and open AGM in May. Feedback from the AGM was used to survey the broader membership in June and further refine the draft plan in July.

In August the Board met again to discuss the plan and ensure its alignment with the released FSC International Global Strategic Plan. The plan was approved subject to minor amendments in August and publicly released in October.

The plan articulates our vision is for ‘healthy forests that support healthy communities’ in Australia, New Zealand and around the world and that we will actively partner with members, certificate holders and companies across the forestry supply chain to promote FSC’s brand and values.

The plan highlights the important role of Indigenous Australians and heralds a greater focus on indigenous representation in FSC’s membership and better engagement and trust in Indigenous and non-Indigenous certified forest managers.

In the next 5 years, our mission is to make FSC’s brand strong. To make it visible and known beyond our membership and certificate holders to consumers, businesses and retailers who will help drive demand for responsibly sourced FSC products. With our membership and stakeholders, we will aim to make FSC and its brand trusted, respected and ultimately demanded so there is even greater incentive for forest managers, processors and retailers to become part of the FSC system.

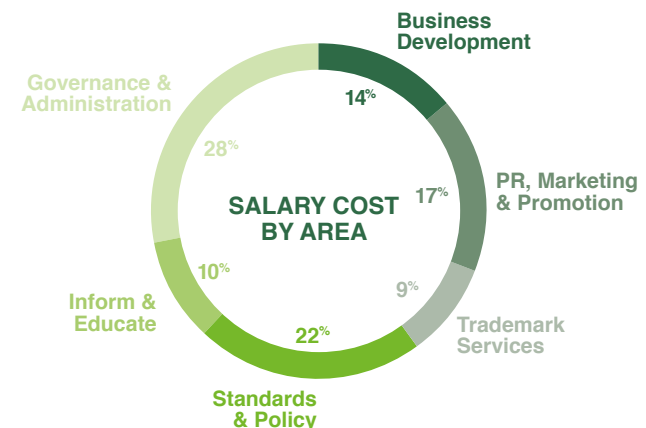
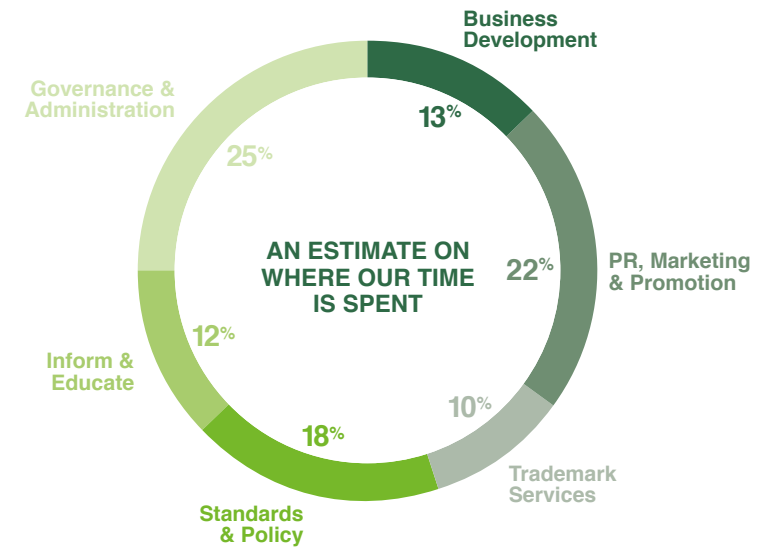
The plan will guide FSC Australia’s continued growth and success through to 2020, both as a financially strong not-for-profit organisation and a significant driver of change towards responsible forest management in Australia and New Zealand.

STRATEGIC REALIGNMENT

Operations & Finance

FSC Australia had a challenging 2015 in terms of income generation, which was down 14% in total on the prior year, driven mainly by less income generated by government grants. However, income has still grown in other key areas such as subscriptions and licensing. Core costs including administration and employer expenses have been increased by 77% and 20% respectively on the prior year. Cumulatively, total expenses were down by 2%. This is due to the lower policy expenses. The result of the above income and expenditure was that FSC Australia recorded a surplus of \$150,248 for the year. It is noted that the budget for the new financial year targets a conservative approach to total administration and employer expenses.

In alignment with our mission we have distributed our time and salaries in accordance with core services that have been listed in our 5-year strategic plan.





POLICY, STANDARDS & ENGAGEMENT

POLICY, STANDARDS & ENGAGEMENT

Developing the first FSC Australia Forest Stewardship Standard (FSCA-FSS)

Draft 2 of the FSC Australia – Forest Stewardship Standard (FSCA-FSS) was released on 3 August 2015 for public consultation, with the consultation period scheduled to conclude at the end of September 2015. However, in response to a number of requests from stakeholders, FSC Australia extended the consultation period until 13 October 2015. A total of 36 submissions were received and members of the Standards Development Group (SDG) also consulted extensively within their respective chambers. The feedback received during the Draft 2 consultation process will inform the development of Draft 3, which is expected to be released for consultation in April 2016.

FSC Australia would like to acknowledge, and extend its gratitude for, the ongoing commitment and contribution of the SDG to the FSCA-FSS development process, as well as the financial support provided by the Australian Forest Products Association and its membership.

FSC Australia would also like to acknowledge the contributions of former SDG and Social Chamber member, Aidan Flanagan (representing the Institute of Foresters Australia), who resigned from the SDG in early 2015 to pursue a fantastic opportunity overseas. Following his departure, FSC Australia sought applications for a replacement and subsequently appointed individual Social Chamber member, Mark Annandale. Mark has considerable experience dealing with forestry issues and matters relating to Indigenous engagement, and has become a valued member of the SDG.



POLICY, STANDARDS & ENGAGEMENT

Controlled Wood National Risk Assessment

Revisions to the Controlled Wood Standard

FSC International has revised the Controlled Wood Chain of Custody Standard (FSC-STD-40-005) in response to Policy Motion 51 “Strengthening the Controlled Wood System” (2011). The revised Standard, Requirements for Sourcing FSC Controlled Wood (FSC-STD-40-005 V3-0), was published on 18 December 2015 and will be effective as of 1 July 2016. FSC Network Partners are in the process of developing or updating existing Controlled Wood National Risk Assessments (CW-NRA) in accordance with the new Standard while also supporting FSC International in the development of a Centralised National Risk Assessment (CNRA). The CNRA is intended to inform the CW-NRA development process and harmonise international risk determinations against the five controlled wood categories.

FSC Australia submitted its proposal for the development of a revised CW-NRA to FSC International for approval in December 2015. Once granted, FSC Australia will commence development of a revised CW-NRA. It is anticipated that this process will begin in June 2016 and include the formation of a CW-NRA Working Group governed by a Board approved Terms of Reference, extensive stakeholder consultation on initial, interim and final CW-NRA drafts, and approval of the CW-NRA by FSC International’s Policy and Standards Unit in June 2017.

Policy Forum

On Thursday 28 May 2015, FSC Australia held its Annual General Meeting and Policy Forum. At this event, consideration was given to FSC’s existing CW-NRA, with attendees invited to identify and articulate any issues or concerns relating to the current CW-NRA framework. Feedback was also sought on what might constitute a comprehensive and effective CW-NRA, and how its development and implementation might be resourced. Forum attendees proposed a number of revisions to the CW-NRA, the development of tools to assist companies with undertaking the verification process, identifying High Conservation Values, improving transparency and enhancing stakeholder engagement.

This feedback contributed to the development of FSC Australia’s revised CW-NRA proposal and draft CW-NRA Working Group Terms of Reference.

POLICY, STANDARDS & ENGAGEMENT

Indigenous Engagement: Indigenous Working Group

FSC Australia has steadily increased its engagement and focus on Indigenous issues relating to forestry and FSC Certification. In early 2015, FSC Australia established an Indigenous Working Group (IWG) in response to expert recommendations received in 2013, as well as a targeted consultation process with Indigenous Australians in 2014 on Draft 1 of the FSC Australia - Forest Stewardship Standard (FSCA-FSS). This consultation process was conducted by FSC Australia in partnership with the Aboriginal Carbon Fund (AbCF) in recognition of the unique status of Indigenous Australians as original forest owners and managers, as well as the need for culturally appropriate engagement.

The IWG comprises the following members:

- David Collard - Aboriginal NRM Coordinator State, WA (as an Individual)
- Phil Duncan - NSW
- Sue Feary - Principle Conservation, Heritage Planning & Mgt Company NSW
- Hillary Smith, Dr - Principle Latitude Forest Services Company NSW
- Phil Rist - Executive Officer, Girringun Aboriginal Corporation QLD
- Denise Lovett - Liaison Officer, South West TAFE Koorie VIC (Gunditj Mirring Traditional Owners)

Upon formation, the IWG reviewed Draft 1 of the FSCA-FSS and stakeholder feedback collated by the AbCF. A brief was provided to FSC Australia's Standards Development Group (SDG) on the contents of Principle 3 relating to Indigenous Rights. Furthermore, the IWG provided recommendations on an approach to customary rights where legal rights (such as Native Title) are not yet recognised or established. This is an important issue in the overall application of Principal 3 from engagement through to establishing free, prior and informed consent.

Another key recommendation of the IWG was the development of an FSC Australia Reconciliation Action Plan (RAP). FSC Australia staff ran a number of workshops in 2015 to develop the RAP, which is planned for approval and implementation in 2016.



STRATEGIC PARTNERSHIPS & EVENTS

STRATEGIC PARTNERSHIPS & EVENTS

Future Generations

FSC Australia and Asaleo Care developed an overarching partnership agreement with the aim to begin moving consumers from their position of awareness to preference for purchasing FSC products. One of the projects within this collaboration is the Future Generations Project, focused on educating Primary School students about sustainability and FSC.



In 2015 FSC Australia developed a set of curriculum aligned sustainability focused education resources through a partnership with Deakin University. Four students from different backgrounds created lesson plans for teachers and supporting activity sheets covering a variety of topics from creative writing to mathematics, all incorporating the principles of FSC. The completed materials were then tested with 3 classes of students at both Chatham & Livingstone Primary Schools with overwhelmingly positive feedback from both teachers and students. Public release of these materials is planned for 2016.

STRATEGIC PARTNERSHIPS & EVENTS



‘Demanding Change by Changing Demand’ Forum

FSC Australia, in partnership with Rainforest Alliance and Fairtrade Australia & New Zealand hosted the Demanding Change by Changing Demand Forum on 25th of November 2015.

The forum was the first event in Australia to bring together certification bodies, businesses, sustainability experts and NGO's to talk about the role of sustainability certification in Australia, and attended by over

100 representatives from leading businesses, retailers, and universities, as well as practitioners from the field.

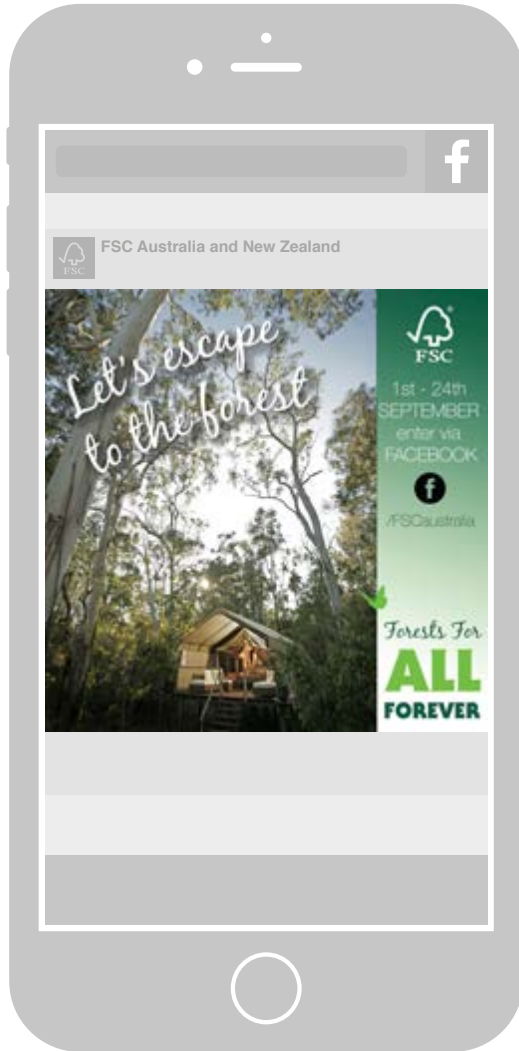
Key themes that emerged included the role of certification in building trust, the importance of storytelling in communicating value and the need for collaboration between business, NGO's and certification bodies moving forward.

Annual Dinner & Fundraiser

The FSC Australia & New Zealand Annual Dinner & Fundraiser, held on the 25th of November 2015, was a great success. The event was attended by 70 members, retail supporters, stakeholders and partner organization representatives. Entertainment for the evening was provided by comedian Rod Quantock, while a raffle and a silent action of donated items raised over \$1000 for the Indigenous Working Group's projects in 2016.

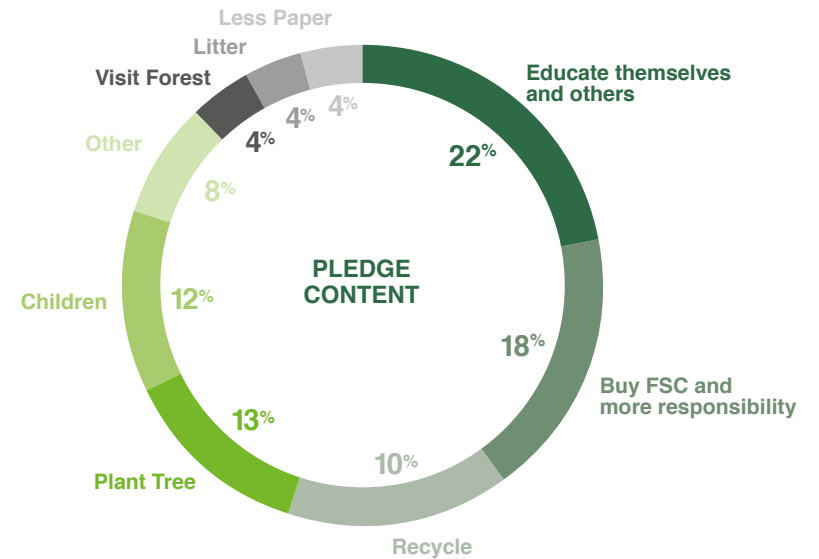


STRATEGIC PARTNERSHIPS & EVENTS



Consumer Engagement

In 2015 FSC worked hard to engage with consumers across Australia & New Zealand and increase consumer awareness of the FSC mission, supported by major sponsor Tork. During September a month-long social media competition and campaign was held, culminating in a major prize draw on FSC Friday. To enter participants were required to make a creative pledge about how they would 'take care of forests' and complete a quiz about FSC outcomes. 798 people pledged, and over 115,000 were reached via Facebook & Twitter content, all with FSC trademarks present. Of the pledges received during the campaign period, 18% pledged to buy more responsibly, including FSC products in the future. There was notable understanding of issues surrounding forestry with frequent mentions of climate change as a topic people wanted to learn more about after completing the quiz.



"The role that forests play in regulating our climate and limiting the effects of climate change is crucial to our planet's health. We need responsible forest management because our planet needs forests, it's a vital organ. Thank you FSC for all that you do!"
 ~Emma Ghamrawi (Major Prize Winner)



Gold sponsor



Silver sponsors



STRATEGIC PARTNERSHIPS & EVENTS



of attendees indicated they had opportunities to talk and collaborate across the 3 FSC Chambers

Annual General Meeting

The 2015 Annual General Meeting was held on the 28th of May 2015, and run with the help of facilitator Kimbra White, who encouraged the different stakeholders in the room to put forth their hopes for the day and ensured that new networking connections were made.

Along with the formalities of the AGM there were four “display stations” that attendees could visit and learn more about certain aspects of the organisation they included:

- Strategic Development
- Policy and Standards
- Finance
- Indigenous Engagement

Not only did this give attendees the chance to ask questions of the staff and members of our two working groups (Standards Development Group and Indigenous Working Group) but they were also encouraged to share their expertise on how these four areas could be improved in the future.

Following the formal close of the AGM a number of important topics were addressed in small discussion groups as part of the new forum format. Half of this time was dedicated to the Controlled Wood Risk Assessment, and the other to topics nominated by Members such as; FSC’s role in advocacy, the Vision and Mission of FSC Australia, draft Strategic plan, brand recognition, marketing & promotion, and other topics. Attendees were asked to explain the existing problem or opportunity, highlight its impact on FSC Australia, and identify action that could mitigate the risk, or give access to the opportunity.

The feedback from attendees on this new format was overwhelmingly positive, though there was important feedback on how the format can be improved at future events. 80% of attendees felt they were heard, and their contributions respected and valued, while 94% of attendees indicated they had opportunities to talk and collaborate across the 3 FSC Chambers.

STRATEGIC PARTNERSHIPS & EVENTS

FSC International Partnerships - New Zealand

FSC Australia's contract with FSC International to deliver a limited suite of business development and support services to New Zealand continued throughout 2015.

Early in 2015 a new Business Development contractor was recruited, Cyrielle Durand. With a background in International Relations, and enthusiasm for her first professional experience in the field of Corporate Social Responsibility, Cyrielle has been able to give fresh perspective to the New Zealand market.

While it is evident that the FSC label recognition and understanding remains low, far behind the European market, there is a great space for opportunities in New Zealand. Throughout her work Cyrielle has observed that the 'sustainability' trend is growing and consumers are making more conscious choices when purchasing goods and services, while companies are more concerned about ethical sourcing and retail supporters want to improve their public image through greener marketing.

A great example was provided by the Warehouse Stationery, one of the largest stationary retailers in New Zealand, which announced in October of 2015 that all their suppliers of paper and timber products had to become certified by mid 2016.

To further confirm assessments of the market conditions in New Zealand consumer research was conducted in October, of a representative sample of New Zealand consumers. Key findings included:

- Around one in five (20%) are somewhat or very familiar with the FSC logo. Awareness is higher among younger respondents.
- Around three in five said they would be more likely to purchase products with the FSC logo.
- The most common associations with the FSC logo are; 'sustainably managed forests' and/or 'sustainable plantation timber'
- Information on a product was highlighted by around one in four as the most useful way for people to learn about FSC – significantly higher than all other ways.



GROWTH AND INSIGHTS

GROWTH AND INSIGHTS

Proactive Media

In 2015, FSC Australia actively sought to move a more proactive approach to media and communications.

With the goal of managing and building the reputation of the FSC in Australia, including the mitigation of potential and expected risks,

we actively sought to:



Through work with our PR firm, KeepLeft, we had 46 individual pieces of FSC coverage in tier national and local media – three quarters of this proactive versus reactive.

Where FSC was mentioned the vast majority (65%) saw FSC mentioned positively with the balance with neutral (26%) or negative (9%).

Engagement with key stakeholders in Tasmania, saw six pieces of media coverage where stakeholders relayed one of FSC's key messages.

In total, 27 of the 46 piece of coverage had three or more of FSC's key messages focused on responsible forest management and consumer lead demand for FSC.

GROWTH AND INSIGHTS

Membership

FSC is a member driven initiative. Through our three equal chambers of membership (social, economic and environment) we develop standards that enable responsible forest practice to be measured.

These standards form that basis of our market-based labels that provide assurance to millions of people around the world that the forest products they are buying are sourced in a way that balances environmental, social and economic needs.

Membership is therefore not just providing financial and stakeholder support for the organisation and the system, it fundamentally drives the demand for FSC certification.

In 2015 FSC Australia welcomed four new members across all three chambers.

Dr. Chrissy Sharp (Environment, Individual)

Warringah Timbers (Economic, Organisation)

Phil Duncan (Social, Individual)

Forico Pty Ltd (Economic, Organisation)



GROWTH AND INSIGHTS

PF Olsen (Aus) Pty Ltd dba ForestSmart® Group Certification Scheme | 99.3 ha

Forest Strategy Pty Ltd | 500.6 ha

Australian Sustainable Timbers | 1278 ha

SFM Environmental Solutions Pty Ltd T/A SFM Forest Products | 2,989 ha

Bunbury Fibre Plantations Pty Ltd | 15,879.8 ha

Albany Plantation Forest Company of Australia Pty Ltd | 21,071.3 ha

Norske Skog Paper Mills (Australia) Ltd | 27,730 ha

WA Chip & Pulp Co. Pty Ltd trading as WAPRES | 34,902 ha

PF Olsen (Aus) Pty Ltd | 61,139 ha

Timberlands Pacific Pty Ltd | 88,766.3 ha

Australian Bluegum Plantations Pty Ltd | 126,743 ha

Forico Pty Ltd | 181,989 ha

Hancock Victorian Plantations Pty Ltd | 240,188 ha

HOPlantations Pty Ltd | 342,115 ha



1.1M HECTARES
FSC CERTIFIED FOREST AREA 2015

Forest Management Certification

The area of FSC certified forest area in Australia increased considerably in 2015. There was, however just one new FSC Forest Management (FM) Certificate issued in 2015, to Forico Pty Ltd (181,989 ha). One FM certificate was terminated in 2015: Peter Downie, Tasberry Holdings Pty Ltd (6075 ha). This new forest area, combined with expansion of other existing certificates brought FSC in Australia past the important milestone of 1 million hectares of certified forest and continues the trend of forest managers seeking to operate at the very highest of global standards.

GROWTH AND INSIGHTS

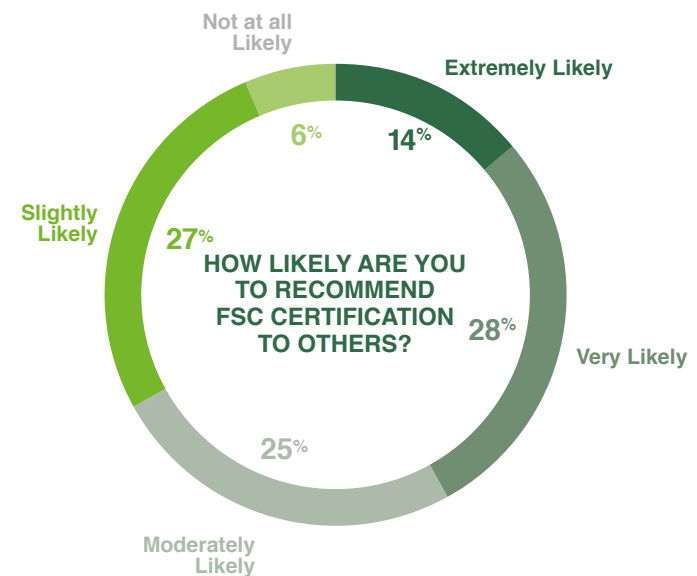
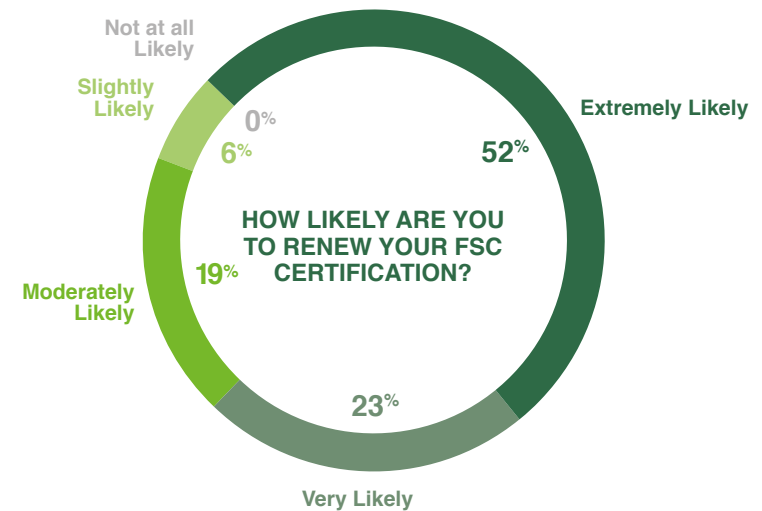


*promote
certification
on their
products*

Chain of Custody Certification

There are currently 302 Australian Certificate Holders (CHs), which represents a stabilization in growth, as overall certificate numbers have remained at this level since 2013. In 2015, FSC Australia undertook a survey of CHs to seek feedback on our services and the value of their certificate.

- Over 95% of certificate holders that were surveyed say that FSC certified products cost the same as non-certified forest products in Australia and New Zealand. Moreover, 74% of certificate holders that were surveyed considered FSC certified products to be easy to source.
- Over 95% of certificate holders promote their FSC certification on their products.
- Survey results showed 94% of CHs are at least somewhat likely to recommend FSC certification to others.



GROWTH AND INSIGHTS

Consumer Insights

In May 2015 a comprehensive survey of Australian consumer attitudes towards FSC was conducted with financial support from Kimberly-Clark and WWF Australia.

Key insights included:

- 19% of Australian consumers are familiar with the FSC logo
- Those indicating a greater level of familiarity with the FSC logo also indicated a more positive purchase intent of products displaying the FSC logo.
- Those familiar with the FSC logo indicate they understand the logo to align with the protection of trees, including: sustainably managed forests, sustainable timber, eco friendly timber, and preventing deforestation.





APPENDIX

DIRECTORS' PARTICULARS

Current Directors as of May - December 2015 are listed below. Particulars of Directors who withdrew during 2015, or were not re-elected at the 2015 AGM can be found in the 2014 Responsible Forest Management Australia Annual Report.

FIENBERG, Linda

Qualifications: Master of Design, UTS; Bachelor of Arts, University of Sydney; 2-year full-time Fine Woodwork course at the Sturt School for Wood, Mittagong, Carpentry and Joinery Trade Certificate.

Experience: Bush Regeneration; Carpenter, furniture designer/maker (including own business). Technical officer and Design tutor at the University of Sydney and UTS. Team Leader with Healthabitat, (housing in indigenous communities). Previously on the Committee of the Society for Responsible Design (7 years). On the FSC Board as a social chamber representative for 4 years - Currently on the Policy and Standards Committee, and champion for Indigenous action; Previously member/chair of Indigenous Engagement and Membership sub-committees.

Responsibilities:

Social Chamber Member
Director
Member of the Policy and Standards sub-committee

GROENHOUT, Patrick

Qualifications: BSC (Forestry)(Hons), Australian National University
Grad Dip Resource Economics, University of New England

Experience: Pat is a forest industry executive with 25 years experience in sustainable management of native and plantation forests throughout Australia, in both the public and private sectors. Prior to joining the PF Olsen Group to run the Australian company, Pat held senior operational and executive positions in commercial forestry organisations in New South Wales and Victoria and has extensive networks throughout the Australian forest industries.

Pat's specific areas of expertise include; Timber resource, market and financial analysis, Forest management regulation, certification and quality systems, Forest management planning, management of forestry projects in complex and conflicted stakeholder environments, Australian forest policy.

Responsibilities:

Economic Chamber Member
Director
Member of the Finance, Risk & Audit Sub-Committee

LA NAUZE, Jonathan

Qualifications: Bachelor of Arts, University of Melbourne
Associate Diploma of Music (Performance), Australian Musical Examinations Board

Graduate Certificate of Business, Queensland University of Technology

Experience: Australian Conservation Foundation (Healthy Ecosystems Campaigner 2012. Healthy Ecosystems Program Manager 2013 – present). Friends of the Earth Melbourne (Murray-Darling Campaigner) 2002 - 2012.

Responsibilities:

Environment Chamber Member
Director
Member of the Finance, Risk & Audit Sub-Committee
January - May Chairman of the Board of Directors



DIRECTORS' PARTICULARS

MORGAN, Andrew

Qualifications: BSC (Hons),
University of Tasmania;
Forest Practices Officer (Planning)

Experience: Andrew is the Managing Director of SFM Environmental Solutions Pty Ltd, a leading independent forestry company operating across Australia. Andrew is an experienced entrepreneurial business leader and is a respected member of the community maintaining a broad network across business, government and NGO platforms. Andrew sits on a several boards including Oak Tasmania, a not-for-profit providing services to people with disability and is the interim Chair of the Industrial Transformation Training Centre for Forest Value.

Andrew's specific areas of expertise include; Forest management and planning, Innovation and Business Development, Timber resource, market and financial analysis, Marketing and Communications, Forest management regulation, certification and quality systems.

Responsibilities:

Economic Chamber Member
Director
Member of the Policy and Standards
Sub-Committee
Member of the Marketing & Communications
Task Force

MURRAY, Helen

Qualifications: Bachelor of Economics,
University of Queensland
Practitioner's Certificate in Mediation,
Institute of Arbitrators and Mediators Australia

Experience: Helen is the National Coordinator for Timber Communities Australia, an umbrella network that links members of timber communities around Australia.

Helen also operates a niche consultancy service as a specialist provider of project development and management, advocacy and stakeholder engagement, government liaison and professional writing services.

She has extensive experience in the agribusiness, rural health workforce and regional development arenas. Former roles include CEO of Pulse Australia and the Australian Lot Feeders' Association, Commercial Manager for Clyde Agriculture and Director of Future Workforce with Rural Health Workforce Australia. She's contributed in voluntary capacities including the Food and Agriculture Working Group at the China Australia Chamber of Commerce, whilst based in Beijing, the Bush Capital Club networking group in Canberra which she co-founded, the Cotton-Wool Committee at Bourke NSW and currently sits on the Friends Advisory Committee of the National Rural Health Alliance.

Responsibilities:

Social Chamber Member
Director
Member of the Finance,
Risk and Audit Sub-Committee

DIRECTORS' PARTICULARS



REES, Sarah

Qualifications: Currently studying:
Post Graduate Degree in Business,
Philanthropy and Social Investment

Experience: Sarah Rees has worked on forest and water conservation programs since 1998 with local and national conservation organisations such as; The Wilderness Society, MyEnvironment Inc, The Central Highlands Alliance, The Australian Forests and Climate Inc., Friends of the Earth and Environment East Gippsland. Her priority focus are the forests in the Central Highlands of Victoria - Melbourne's water catchments. Sarah has worked with, and been a member of, FSC Australia, initially in 2003, then later from 2005 to strengthen forest stewardship through timber standards.

In 2013, Sarah participated in the scheme assessment of the Australian Forestry Standard, commenced a working group for the Great Forest National Park and commissioned the first national legal review of the Australian Regional Forest Agreements. Sarah is currently appointed to the Victorian Government - Forest Industry Taskforce.

President of MyEnvironment Inc. since 2008
President of The Central Highlands Alliance
2000-2008

Committee of Management - The Wilderness
Society 2007

Committee of Australian Forests and Climate
Alliance. 2010

Member of the Victorian Forest Alliance since
2002

Member of Friends of The Leadbeater's Possum.

Marketing consultant Icon Global Link Pty Ltd -
Risk management and supply chain -
from 2005 - 2011

Environmental and marketing consultant -
Access Environment Pty Ltd 2006-2007

Marketing and design consultant since 2000 –
11 Butterflies Design Group

Responsibilities:

Environment Chamber Member
Director

Member of the Membership sub-committee
Member of the Marketing & Communications
Taskforce

RUSSELL, Susan

Experience: Office bearer on North Coast
Environment Council since 1999, Regional
Coordinator for the North East Forest Alliance
since 1996. Formerly held positions
on the NSW Government's Forest Advisory
Council and Natural Resource Advisory Council.
Holds Director position in several other
companies.

Responsibilities:

Environment Chamber Member
Director
Member of the Policy and Standards
sub-committee



DIRECTORS' PARTICULARS

SCHIRMER, Jacki

Qualifications: Bachelor of Economics, Bachelor of Science (Forestry) (Hons), PhD All from the Australian National University

Experience: Jacki has been conducting research into socio-economic dimensions of the forest and wood products industries since 1999. Her work has focused on understanding how change in the industries affects those who work in the industry, and the communities that depend on the industry; and on community engagement and conflict resolution approaches.

Responsibilities:

Social Chamber Member
Director
Member of the Membership sub-committee
May - Current Chair of the Board of Directors

SPEECHLEY, Cheryl

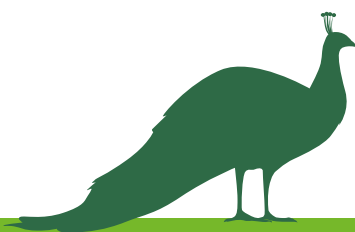
Experience: Cheryl Speechley is Environment Manager of Tetra Pak Oceania, a position she has held since 2008.

Cheryl joined Tetra Pak in 1995, beginning a long and rewarding career with the packaging and processing company. During this time she has held positions across many parts of the company: processing, marketing, supply chain management and system implementation.

In her current role, she is responsible for leading the Environment function across Oceania, to drive and ensure compliance and active execution of Tetra Pak's environment strategy, corporate goals and business deployment plans and targets, especially with respect to recycling and environment communication.

Responsibilities:

Economic Chamber member
Director
Deputy Chair
Member of the Membership sub-committee
Member of the Marketing & Communications Task Force



THANK YOU

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