

# **Baiada Pty Limited**

## **Australian Packaging Covenant**

### **Three-Year Plan**

**31<sup>st</sup> March 2011 – 31st March 2014**

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# 1 INTRODUCTION

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Baiada Pty Limited ("Baiada") is a privately owned Australian company which provides premium quality poultry products throughout Australia.

Our business operations include Broiler and Breeder farms, Hatcheries, Processing Plants, Feedmilling and Protein Recovery. Our products include sales of live poultry including breeding stock, poultry feed, fertile eggs, day old chickens, primary processed (raw) chicken and turkeys and further processed poultry products.

The company has its Head Office at Pendle Hill, 30 km west of Sydney, and has an employee base of approximately 5,500 people. Other major operating centres are located in Far North and South East Queensland, Western Australia, Victoria (including Melbourne), South Australia, NSW Central Coast, the Sydney basin and the New South Wales regional areas of Tamworth and Griffith.

At Baiada, our primary objective is to provide our customers with high quality products and excellent service.

Baiada became a signatory to the original National Packaging Covenant in September 2001 and to the strengthened Covenant in September 2005. The company remains committed to initiatives that will reduce impacts on the environment and lead to sustainability through responsible corporate activities. Baiada re-signed as an Australian Packaging Covenant signatory on 5 October, 2010. .

This Action Plan has been based on the Covenant objectives, and over the next 3 to 5 years will focus on improving upon successes from previous Plans, implementing the Sustainable Packaging Guidelines, examining the status and feasibility of purchasing goods with recycled content and targeting more opportunities for recycling. Where site involvement is required, relevant actions will also be included as objectives and targets on the Environmental Management Plan and followed through using the Environmental Management System as the implementation tool. Data will continue being tracked via the systems in place for previous Plan achievements and will be broadened to now include the previous Bartter-Steggles business entities.

*Executive Management Endorsement:*



John Camilleri

**Managing Director**

March 2011

## 2 COMPANY PROFILE

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### 2.1 Company Overview

Baiada Pty Limited is an Australian family-owned business founded in 1943. Originally, the company was primarily based in New South Wales. , The acquisition of Marven Poultry assets in July 2001, Eatmore Poultry in July 2002 and Adelaide Poultry, in March 2004 (previously privately owned poultry businesses) enabled the company to expand into Victoria and South Australia. Other smaller acquisitions followed; however, the most notable in July 2009 allowed Baiada to become the largest poultry producer in Australia through it's takeover of the Bartter-Steggles business.

Baiada is a fully integrated business whose operations include breeding stock, production of its own day old chicks, chicken growing, primary processed and further processed poultry products as well as three protein recovery plants, four feedmills, a fresh pet food plant and a testing laboratory.

Dressed poultry meat products are marketed under the "Steggles" and "Lilydale Select Free-Range" brand names as well as the various retail brands of Baiada customers.

The company's major customers for its dressed poultry products include KFC, Red Rooster, Coles, and Woolworths. Baiada also sells live chickens, fertile eggs, feed products and pet food products as part of its diverse operations.

### 2.2 Brand Ownership

Baiada markets an extensive range of products to the consumer through supermarkets and chains, fast food outlets, government organisations, cafes and restaurants.

Its product range covers:

- Fresh and frozen chicken and turkeys – whole, pieces and fillets (both intensively produced and free range);
- Marinated chicken and turkey products;
- Cooked chicken products, both ready-to-eat and oven-ready and
- Further processed chicken products, such as kebabs, schnitzels, chicken and turkey roll.



## 2.2.1 Packaging Materials and Formats

The primary types of packaging used to contain and transport Baiada products include:

- Cardboard cartons
- Plastic tubs
- Polyethylene and laminated 'shrink' bags
- Polyethylene liners
- Polypropylene trays
- High Impact Polystyrene Trays
- Polypropylene and paper-based labels
- Shrink wrap
- Lidding Film
- Soaker pads
- Metal clips
- Wooden and plastic pallets
- Packing tape
- Pallet slip sheets / pads
- Plastic Megabins
- Cable ties; and
- Glue.

The retail outlets also use and promote reusable cooler bags and biodegradable plastic bags.

## 2.3 Business Locations

This Action Plan will mainly encompass the materials used in chicken and turkey processing and manufacturing covering plants now located at:

### **New South Wales:**

- Pendle Hill Distribution and Further Processing Plant – producing value-added chicken products
- Tamworth Processing Plant – primary processing to produce dressed chicken meat
- Beresfield Processing Plant – primary processing to produce dressed chicken and turkey products
- Steggles Foods – further processing plant producing cooked poultry products
- Top Hat Manufacturing – further processing plant producing poultry and a small amount of red meat products
- Hanwood – primary processing to produce dressed chicken meat.

### **Victoria:**

- Laverton Primary Processing Plant – primary processing to produce dressed poultry meat products

### **South Australia:**

- Adelaide Poultry – primary processing to produce dressed poultry meat

### **Queensland**

- Ipswich – primary processing to produce dressed poultry meat
- Mareeba - Far North Queensland primary processing to produce dressed poultry meat

### **Western Australia**

- Osborne Park – primary processing to produce dressed poultry meat

### 3 PLAN MANAGEMENT

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Baiada takes its responsibilities under the APC seriously. A cross-functional APC Team has been established that includes representatives from Marketing, Product Development, Procurement, Operations and Compliance. The APC Team meet quarterly as a minimum, and are responsible for driving APC initiatives throughout the business.

The Plan will be reviewed at each of the quarterly meetings and each area of responsibility will report on progress. The achievement of many of its' objectives is driven through the business facilitated by the Group's Environmental Management System (EMS) which is certified to ISO14001:2004 Standard. All of the major stakeholders in the Plan participate in the EMS and this tool is easily incorporated into its' structure.

Responsibility for updating the Plan, if required, lies with the National Environmental Risk Manager.

#### 3.1 APC Contact

Baiada's APC contact is:

Ms Elaine Dickson – National Environmental Risk Manager

Phone: (02) 9842 1150

Facsimile: (02) 9896 4384

Email: [elaine\\_dickson@baiada.com.au](mailto:elaine_dickson@baiada.com.au)

#### 3.2 APC Team

POSITION	TITLE	DEPARTMENT
Chairperson / Coordinator	National Environmental Risk Manager	HR / Compliance
Team Member	Lilydale Brand Manager Steggles Brand Manager	Marketing
Team Member	Product Development Manager	Product Development
Team Member	Group Procurement Manager	Procurement
Team Member	National Stock Coordinator & NSW Regional Operations Manager	Operations

## 4 SUMMARY OF PREVIOUS ACHIEVEMENTS

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Baiada became a NPC signatory in 2001 and in this time has achieved a number of positive packaging improvement milestones designed to improve the company's environmental impact while not reducing the products' integrity. The key achievements during this period as a signatory have been:

- Introduction of a system to record all packaging purchases and usage across all Baiada plants
- Production increase of 221% from 2005-06 financial year to 2009-10 year with a packaging increase of only 154% across the Group. With the acquisition of two further processing plants (major users of individual packages), this is a notable achievement
- Rationalisation of the procurement chain to streamline packaging suppliers in line with Covenant commitments, but still meeting Baiada's needs in terms of maintaining product integrity and hygiene.
- Conduction of waste audits to identify areas for further reuse and recycling, resulting in cardboard and plastic recycling at most plants
- Development of a staff education program and provision of Covenant updates through the Company's newsletter
- Development of an environmental component on Baiada's website as well as publishing of its Action Plans
- Appropriate identifiers on packaging stating: "Please Recycle" on cartons, "Please Recycle Strapping" on all packaging using recyclable strapping, and "Please Dispose of Thoughtfully" on all non-recyclable packaging.
- Review of the Company's Environmental Policy back in 2006 to specifically capture the Covenant commitment
- Continual working with suppliers to improve recyclability
- Offering green bags and insulated coolers for sale in retail shops to avoid use of plastic bags
- Modifications to carton size and shape to minimise amount of cardboard used and to maximise distribution space
- Moving to bulk packaging where possible, by utilising reusable plastic stillages
- Establishment of volumes of waste sent to landfill to compare to increased volumes for recycling
- A growing number of Baiada sites have been involved in Business Clean Up Australia Day for the past eight (8) years
- Further recycling of amenities waste resulting in cash rebates that have been donated to charity from many sites, including Livestock Division
- Implementation and promotion of biodegradable plastic bags in the retail outlets
- Streamlining of reporting from Head Office, Top Hat and Adelaide Poultry to enable all data to be entered into the IDAS database, where this was a requirement.

## 5 APC ACTIONS

Baiada's APC actions align with the three goals of the APC:

1. Design
2. Recycling; and
3. Product Stewardship.

Baiada is committed to ensuring these actions are achieved over the life of this Action Plan to improve sustainable outcomes for packaging whilst maintaining project quality and meeting safety standards.

### 5.1 Design

The first goal of the APC is 'Design' and is defined as optimising packaging to achieve resource efficiency and reduce environmental impact without compromising product quality and safety.

There is one KPI relevant to this goal:

*KPI 1 - 'Proportion of signatories in the supply chain implementing the Sustainable Packaging Guidelines (SPG) for design or procurement of packaging.'*

Table 1 details the actions that will be implemented by Baiada to support the APC Goal 1, to improve the design component of its products and packaging.

In order to facilitate this process, Baiada's APC Team conducted a trial packaging grouping and review exercise to determine the most appropriate way of grouping packaging for SPG reviews. It was agreed packaging would be grouped by product category and by primary, secondary and tertiary packaging categories. These groups may be subject to change when further evaluated during the reviews.

**Table 1: Goal One – Design Actions (March 2011-2014)**

No	Action	Responsibility	Timeframe	Target	Evidence
<b>KPI 1 – Proportion of signatories in the supply chain implementing the SPG for design or procurement of packaging</b>					
1.1	Compile a full list of packaging used	APC Team	30 June 2011	Full list of current packaging compiled	Documented Packaging List
1.2	Group this packaging for future SPG reviews	APC Team	31 July 2011	Packaging grouped	Spreadsheet containing summary of grouped packaging
1.3	Develop SPG review template	APC Team	31 March 2011	Template drafted and approved for use by APC Team	Template in place
1.4	Create shared folder for APC material to ensure audit trail	National Environmental Risk Manager	31 March 2011	Folder accessible to relevant personnel	Folder in place on Sydney server
1.5	Develop SPG review timetable to review all existing packaging by 2016 (using the SPG review template)	APC Team	31 May 2011	Timetable drafted and finalised with responsible persons identified.	SPG review timetable

No	Action	Responsibility	Timeframe	Target	Evidence
1.6	Review all existing packaging against the SPG	APC Team	2016	All existing packaging reviewed against the SPG	Completed reviews in shared folder
1.7	Integrate SPG into standard product / packaging design decision making process	Product Development	30 April 2011	Current packaging checklist updated to prompt use of SPG template	Updated Checklist in place and in use
1.8	Review all new packaging via the use of product / packaging design decision making checklist that incorporates SPG	Product Development	In place by 30 April 2011	SPG will be used as and when new packaging is planning to be introduced	Completed reviews in shared folder as they are completed
1.9	Review tray pack configurations in cartons for major retailers to improve utilisation of existing cartons	Procurement, Sales	30 June 2012	Optimise pallet space for shipping and consequently maximise space for transportation - aim for >90% overall utilisation.  Baseline: current % utilisation for relevant products estimated at between 77% and 85%	Project folder containing relevant correspondence, data, research, trial information and documentation of final outcomes.
1.10	Replace pallet pads by slip sheets	Procurement	31 December 2011	Target of 30% reduction in cardboard use.	Project folder containing relevant correspondence, data, research, trial information and documentation of final outcomes.
1.11	Review liner-less cartons to reduce cardboard content, but maintaining product integrity and ensuring strength required is adequate	Procurement	28 February 2012	10% reduction in cardboard usage.  Baseline: 400 gram weight for carton and 400 grams for lid – total of 800 grams cardboard	Project folder containing relevant correspondence, data, research, trial information and documentation of final outcomes.
1.12	Revisit feasibility and cost of moving to degradable liners	Procurement	30 June 2012	All current liners replaced with degradable bags  Baseline: establish volume of liners currently used	Project folder containing relevant correspondence, data, research, trial information and documentation of final outcomes.
1.13	Investigate replacement of retail cardboard box with polythene bag or food grade materials	Sales, Marketing	31 December 2012	Completed assessment to evaluate benefits in recyclability vs reduced cardboard use.  Retail cardboard box replaced by lower impact materials.	Project folder containing relevant correspondence, data, research, trial information and documentation of final outcomes.

No	Action	Responsibility	Timeframe	Target	Evidence
				Baseline: currently have bag contained within box. Box weight is 36 gms; current dimensions are 175mm x 140mm x 60mm = 1470 squ. cm	New packaging introduced into major retailers.
1.14	Trial "Boix" cardboard carton to replace existing wax cartons	Procurement	31 December 2013	1) Have one standard carton across the Group 2) Optimise carton strength using minimum amount of cardboard	Correspondence between Baiada and supplier(s). Record of packaging assessments / outcomes of field trials
1.15	Conduct Product Rationalisation every 6 months	Marketing / Operations	June and December annually	New packaging efficiency opportunities documented.	Folder containing results of biannual packaging rationalisation investigations.
1.16	Promote Bulk Packaging Where Feasible	Marketing/ Sales	June and December annually	Monitor and improve use of bulk packaging. Baseline: need to establish bulk packaging as a % of total packaging.	Folder containing communications relating to use of bulk packaging, data showing evidence of total usage and/or limitations to increased usage.
1.17	Set double sided printing as default on capable printers	Environmental Risk Manager / IT Department	31 December 2013	40% of all company printers defaulted to double-sided printing. Baseline: 0%	Printer default setting
1.18	Review environmental messaging for sterio packs on all cartons	Marketing / Procurement	31 March 2012	1) Recycling messages included and correct 2) Current certifications, including ISO14001, included on packaging 3) All other printed consumer information is accurate	Environmental messages on consumer packaging
1.19	Liaise with Suppliers on Relevant Packaging Initiatives	Procurement	September annually (minimum)	New opportunities to improve sustainability attributes of packaging identified	Folder containing supplier correspondence and evidence of new packaging initiatives
1.20	Streamline purchase order system to email PDF file to originator instead of print, and to email PDF to supplier instead of fax	IT / Environmental Risk Manager	31 December 2011	100% printing reduced to 5% maximum	Purchase order system set up to PDF and email

## 5.2 Recycling

Goal 2 'Recycling' and is defined as 'the efficient collection and recycling of packaging'. The KPI's within this goal are:

- KPI 2 – National recycling rate for packaging: this will be addressed by Baiada through actions identified in Tables 2 and 3
- KPI 3 – Proportion of signatories with on-site recovery systems for recycling used packaging
- KPI 4 – Proportion of signatories with a policy to buy products made from recycled packaging
- KPI 5 – Additional tonnes of material reprocessed in primary and secondary markets as a result of Covenant funded projects

Table 2 addresses KPI 3 and KPI 4 and further action to improve Baiada's recycling efforts.

**Table 2: Goal Two – Recycling Actions (March 2011-2014)**

No	Action	Responsibility	Timeframe	Target	Evidence
<b>KPI 3 – Proportion of signatories with on-site recovery systems for recycling used packaging</b>					
2.1	Maintain the existing on-site recycling systems to collect used packaging	Environmental Risk Manager / Site Managers	Assess annually via APC KPIs	Maintain current primary KPI % at 6.2% or less Further processing KPI maintained at 40% or less Overall Group KPI maintained at 8% or less	Recycling infrastructure, staff education and waste data
2.2	Expand existing on-site recycling systems to collect waste packaging from amenities	Environmental Risk Manager / Site Managers	31 December 2012	Established baseline data for (a) waste packaging generated and (b) recovery rates	Recycling infrastructure and waste data
2.3	Streamline Marketing Material that is Printed and Distributed	Marketing	30 June 2012	Have only essential printed material for information purposes	Brochures currently printed to those available in March 2011
2.4	Identify opportunities to recycle soiled plastic liners	Environmental Risk Manager, Site Managers	Dependant on suppliers by State able to accept this material	Laverton plant sending all soiled liners for recycling by 30 June 2011, thus diverting packaging waste from landfill. Baseline: currently 100% soiled plastic liners currently sent to landfill	Records from recycler retained in APC folder on central server
2.5	Report on percentages of	Environmental	By 31	Detailed waste and	Waste data

No	Action	Responsibility	Timeframe	Target	Evidence
	segregated and recycled packaging material (paper, glass and aluminium) at all premises	Risk Manager / Site Managers	October annually for inclusion in APC Annual Report	recycling data which captures packaging recycling rates is maintained.	
2.6	Continue education of all staff regarding recycling – benefit and importance of correct separation	Environmental Risk Manager	30 June 2013	All relevant staff to attend Environmental Awareness session over next two (2) years	Number of persons trained and success of recycling programs reflected in KPIs
2.7	Continue updates in Company Newsletter six monthly	Environmental Risk Manager	December and June annually (minimum)	Articles published quarterly: March, June, September and December annually	Printed articles in Fowl Talk magazine
2.8	Report volume recyclables sent to recycling and landfill	Environmental Risk Manager	By 31 December annually	Establish data to express by site as % of tonnes (preferably) or cubic metres recycled in relation to kgs processed at the site	Waste data
2.9	Expand recycling to include breeder farms	Environmental Risk Manager / Livestock Managers	30 June 2012	All company sites have recycling systems for used packaging	Recycling infrastructure and waste data
2.10	Set up folders in central server for recording of recycling and general waste data	Environmental Risk Manager	30 June 2011	All company sites to provide information on a monthly basis of their recycling data	Spreadsheet with monthly volumes of recycling by site
2.11	Conduct waste audits over all major packaging use sites	Environmental Risk Manager / Site Managers	Commence by 31 December 2011 / complete by 31 December 2013	Maximise recycling opportunities to aim for zero waste to landfill	KPI reports on recycling v's amounts to landfill
<b>KPI 3 – Proportion of signatories with on-site recovery systems for recycling used packaging</b>					
2.12	Develop a buy-recycled policy (or include criteria within broader procurement policy)	Marketing / Procurement	Assess by 31 December 2012	1) Assess current recyclable content in existing items purchased 2) Assess opportunities for increasing recycled content 3) Buy recycled policy signed by the Managing Director	Policy document
2.13	Implement buy-recycled policy	Marketing / Procurement	31 July 2013	To have in place by due date	
2.14	Report annually on number of recycled content / sustainable products purchased	Marketing / Procurement	Each annual report submitted	Demonstrated increase in purchase of recycled content materials	Purchasing data

### 5.3 Product Stewardship

Goal 3 'Product stewardship' is a demonstrated commitment to product stewardship by the supply chain and other signatories. The KPI's within this goal are:

- KPI 6 – Proportion of signatories that have formal processes for working with others to improve design and recycling of packaging,
- KPI 7 – Proportion of signatories demonstrating other product stewardship outcomes; and
- KPI 8 – Reduction in the number of packaging items in litter

Table 3 addresses KPI 6, KPI 7 and KPI 8, the associated minimum requirements of these KPIs, and other initiatives that Baiada hopes to achieve.

Table 3: Goal three – Product Stewardship Actions (**March 2011-2014**)

No	Action	Responsibility	Timeframe	Target	Evidence
<b>KPI 6</b> – Proportion of signatories that have formal processes for working with others to improve design and recycling of packaging					
<b>KPI 7</b> – Proportion of signatories demonstrating other product stewardship outcomes					
3.1	Work with packaging suppliers to improve the recyclability of used packaging	Procurement	30 June 2012	Improve packaging recyclability by 10 %  Baseline: recyclable content % of current packaging is unknown; need to establish baseline	Project folder containing relevant correspondence, data, research, trial information and documentation of final outcomes.  Recyclable packaging data
3.2	Build awareness and engagement with appropriate internal staff to improve the recyclability of used packaging (for example, marketing, innovation, product development)	APC Team	31 December 2011	Relevant staff are aware of APC objectives and actively seeking opportunities to improve recyclability of company packaging.	Staff correspondence (emails, presentations, etc), meeting minutes and briefing papers
3.3	Investigate supply contracts that could include the requirement of take-back and recycling schemes for used packaging	Procurement	31 December 2011	Opportunities for suppliers to take back used packaging identified	List of applicable contracts and their status
3.4	If required, update supply contracts to include the requirement of take-back and recycling schemes for used packaging	Procurement	31 December 2011	100% of suppliers who collect and recycle used packaging, such as chemical containers engaged to do so.  Packaging volumes returned to suppliers quantified.	List of applicable contracts and their status

No	Action	Responsibility	Timeframe	Target	Evidence
<b>KPI 8 – Reduction in the number of packaging items in litter</b>					
3.5	Investigate opportunities to provide information to consumers on how to dispose of packaging appropriately	Marketing / Procurement	30 June 2012	All relevant packaging to display "Please Dispose of Thoughtfully" message	Product packaging
3.6	Support litter reduction initiatives and events	National Environmental Risk Manager	Complete by each Friday / into Database by Tuesday of the following week	Weekly site audits on each major site maintained	Audits in National Audit Database
3.7	Business Clean Up Australia Day – events to be organised Nationally	Environmental Risk Manager/ Site Managers	March annually	100% of major sites participating in Business Clean Up Australia Day	Company CUA registration Staff participation register Documented volume of litter collected

## 6 APPENDICES

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### Appendix I –

- *Copy of Baiada's Environmental Policy*
- *APC Team Charter*



*select poultry*

## **Baiada Group of Companies** **Environmental Policy**

**Baiada** is an Australian family owned business which manufactures a wide range of chicken products including live poultry, animal feeds and fertile eggs. Baiada is proud to have the Steggles and Lilydale Free Range brands in their product range.

We are committed to providing our products and services in a manner that will protect, maintain and enhance our environment.

### ***This commitment includes:***

- Prevention of pollution and damage to the environment from our everyday activities.
- Conducting our business in an environmentally sustainable manner.
- Minimising use of natural and non renewable resources.
- Maximising recycling opportunities and minimising waste
- Being aware of relevant legislation and other requirements such as industry Codes of Practice and where applicable, meeting and exceeding these requirements.
- Working with community, regulators and other stakeholders to improve our environmental practices.
- Communicating this Policy to all interested parties including staff, customers, contractors, suppliers and the general community.
- Continually aiming to improve our environmental performance.

### ***These commitments will be achieved through:***

- Developing, implementing and maintaining an Environmental Management System over our major sites which will meet the ISO 14001 Standard
- Providing training to all of our Managers employees, contractors and relevant stakeholders in their environmental obligations.
- Providing adequate resources to enable objectives and targets to be met.
- Accurately measuring, transparently reporting, and reducing the carbon footprint of our own operations in addition to pursuing opportunities with our contractors/ clients to increase energy efficiency.
- Investigating all environmental incidents and implementing sustainable preventative actions

The entire team at Baiada Poultry share the responsibility of these commitments.

A handwritten signature in black ink, appearing to read "John Camilleri".

**John Camilleri**  
Managing Director  
Baiada Group of Companies

**8<sup>th</sup> January 2010**

EMS-POL-001-NAT  
Issue No. 3

# **Baiada Pty Ltd**

## **Australian Packaging Covenant Team Charter**

21 March 2011

### **Purpose**

The purpose of the APC team is to provide leadership for the management of the Baiada Pty Limited (Baiada) APC commitments including implementation of the APC Action Plan.

### **Scope**

The scope of the team is to:

- Enable the formal adoption of the SPG into product and packaging design processes and develop and review supporting documentation and its implementation
- Support the review of all new and current packaging against the SPG
- Support the preparation and review of APC reporting requirements including Annual Reports and Action Plans
- Support raw data collection and compilation where necessary to prepare APC reports to demonstrate continuous improvement
- Implement initiatives to specifically monitor and reduce the environmental impacts of direct packaging materials through design, manufacture, marketing and distribution
- Recommend and oversee packaging changes to support APC commitment; and
- Communicate with relevant staff APC commitments to reduce the environmental impacts of packaging.

### **Membership**

The membership will consist of:

- The Team is comprised of relevant company representatives that have key marketing, product development, supply chain and purchasing responsibilities and are responsible for the implementation of specific APC actions and contractors where necessary. Contractor and staff membership includes:
  - APC Coordinator - Elaine Dickson – National Environmental Risk Manager
  - Team Members - David Piddington – Group Procurement Manager
  - Terry Moore – Product Development Manager
  - Celeste Moroney – Steggles Brand Manager
  - Laurel Brown – Lilydale Brand Manager
  - Aladdin Haouchar – Operations Manager (Nth NSW)

### **Management and Reporting Structure**

The management and organisation of the team will be the responsibility of the APC Coordinator. The Action Plan has items allocated to various team members who will report back on progress during the quarterly meetings.

Within the business, the Team will report to the General Manager - Operations.

### **Meetings**

The Team will meet minimum quarterly, and more often as required.

### **Date**

This Charter is current at 21 March 2011