

# **Achieving Best Practice in OHS**

*Improving Occupational Health and Safety (OHS) by  
the application of knowledge management principles.*

## **APPENDICES**

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## **APPENDIX 1.1**

### **VISY BACKGROUND/OVERVIEW**

## Profile of Visy from [www.visy.com.au](http://www.visy.com.au)

### About Visy



Visy began manufacturing corrugated cardboard boxes in Melbourne, Australia, in 1948 and has grown to become one of the world's leading privately owned packaging, paper and recycling companies

Visy's past, present and future are linked by a commitment to growth, through meeting our customers' needs and the wise use and re-use of scarce resources.

In 2007-2008 Visy:

- Opened its first recycled Materials Recovery Facility (MRF) in New Zealand
- Employed over 5,600 people
- Operated from 110 sites
- Manufactured more than 700,000 tonnes of 100% recycled packaging paper and 300,000 tonnes of plantation-sourced kraft paper
- Produced more than 850,000 tonnes of packaging products
- Collected, sorted or processed more than 2 million tonnes of used industrial and post-consumer materials
- Generated more than \$2.3 billion in revenue
- Through The Pratt Foundation, donated over \$13 million enriching the lives of the community

Visy's success depends on carefully balancing economic, environmental and social factors. Being truly sustainable is a journey of continuous improvement, learning and adaptation.

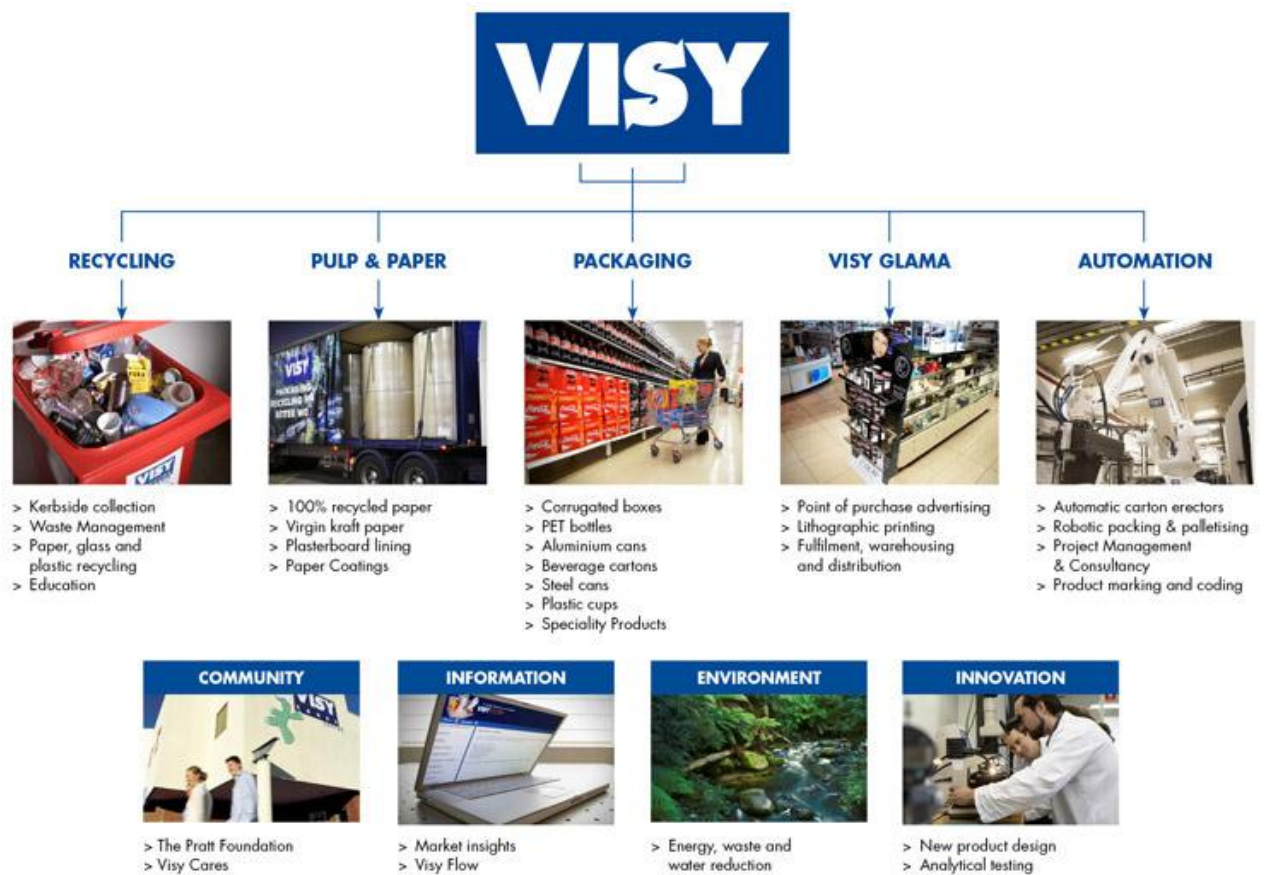
Looking forward, Visy is committed to reinvesting in new and better business activities and our new vision has a particular focus and emphasis on:

- Working with customers to build solutions which make them more profitable;
- Continuing to build our world class team of people;

- Building on our strengths to lay the foundation for future growth;
- Accelerating our innovation and technology initiatives;
- Enhancing our leadership position in environmental and sustainability initiatives; and
- Upgrading our systems, processes and procedures with an emphasis on governance.

It is through the dedication, skills and initiative of our people that Visy has prospered and will continue to move ahead.

### Visy Structure:



## **APPENDIX 5.1**

### **QUESTIONNAIRE CLIMATE SURVEY I**

Interview questions (Managers and Safety Professionals)

***Safety climate***

On a scale of 1-4, 1 being strongly disagree and 4 strongly agree how true to you think the following statements are:

1. OHS has a very high priority at Visy. \_\_\_\_\_
2. Safety specific jobs always get done. \_\_\_\_\_
3. As long as there are no OHS incidents unsafe behaviours are tolerated. \_\_\_\_\_
4. The company makes an effort to prevent accidents happening. \_\_\_\_\_
5. I look out for the safety of all individuals working at my plant. \_\_\_\_\_
6. My direct manager or supervisor listens to my concerns about health and safety. \_\_\_\_\_
7. Safety issues are included in all team meetings. \_\_\_\_\_
8. I have been trained on all OHS aspects of my job. \_\_\_\_\_
9. Management are prepared to discipline workers who act unsafely. \_\_\_\_\_
10. OHS issues are frequently communicated to all plants within Visy. \_\_\_\_\_
11. It is sometimes necessary to take unsafe shortcuts to get the work done. \_\_\_\_\_
12. New and relevant health and safety issues are communicated effectively throughout Visy. \_\_\_\_\_
13. Everyone at this plant plays an active role in safety matters. \_\_\_\_\_
14. The safety training I receive is detailed enough for my job. \_\_\_\_\_
15. People on my site want to achieve the highest levels of safety performance. \_\_\_\_\_
16. Levels of safety performance have improved here over the last two years. \_\_\_\_\_
17. I can influence health and safety performance here. \_\_\_\_\_
18. On site health and safety is the responsibility of a few key people. \_\_\_\_\_
19. Safety training has a high priority at Visy. \_\_\_\_\_
20. Minor/trivial accidents are never tolerated as part of work. \_\_\_\_\_
21. There is a process of continual safety improvement at Visy. \_\_\_\_\_
22. Management takes the lead on safety issues. \_\_\_\_\_
23. What is learnt from accidents is used to improve OHS training. \_\_\_\_\_
24. Safe working is a condition of employment at Visy. \_\_\_\_\_
25. On my site we have defined safety improvement objectives. \_\_\_\_\_
26. Accidents and incidents are always reported. \_\_\_\_\_
27. The company is only interested in health and safety after an accident occurs. \_\_\_\_\_

***Safety commitment***

I would describe my level of commitment toward OHS improvement as:

1. Extremely committed,
2. Moderately committed,
3. Committed,
4. Uncommitted,

I would describe the level of commitment of Visy senior management toward OHS improvement as:

1. Extremely committed,
2. Moderately committed,
3. Committed,

4. Uncommitted,

I would describe the level of commitment of plant managers and leaders toward OHS improvement as:

1. Extremely committed,
2. Moderately committed,
3. Committed,
4. Uncommitted,

I would describe the level of commitment of Visy employees generally toward OHS improvement as:

1. Extremely committed,
2. Moderately committed,
3. Committed,
4. Uncommitted

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### ***Engagement in safety activities***

1. In the past 6 months have you:
    - a. Attended a safety committee meeting Y      N
    - b. Discussed safety at a work team meeting Y      N
    - c. Taken part in a plant and equipment risk assessment Y      N
    - d. Taken part in a chemical risk assessment Y      N
    - e. Conducted a safety inspection Y      N
    - f. Attended training on some aspect of OHS Y      N
    - g. Conducted an incident investigation of any medical or  
lost time injury Y      N
    - h. Been involved in a Workcover claims review Y      N
    - i. Reported an injury to the Occcorp incident reporting  
1300 number Y      N
    - j. Organised a safety activity or initiative with the aim of  
improving plant OHS. Y      N
  2. Do you keep up to date records and data in relation to incidents,  
medical and LTIs? Y      N
  3. Do you keep up to date Workcover claims data? Y      N
- 

### ***Capabilities***

Would you describe yourself as being capable of doing the following:

- a. Take part in a plant and equipment risk assessment Y      N
- b. Take part in a chemical risk assessment Y      N
- c. Conduct a safety workplace inspection Y      N
- d. Conduct an incident investigation of any medical or  
lost time injury Y      N
- e. Be involved in a Workcover claims review Y      N
- f. Reported an injury to the Occcorp incident reporting  
1300 number Y      N
- g. Organised a safety activity or initiative with the aim of  
improving plant OHS. Y      N



Which of the following training have you attended and when:

Year

- |   |   |   |
|---|---|---|
| 1. Risk Management training             | Y | N |
| _____                                   |   |   |
| 2. Safety Committee training            | Y | N |
| _____                                   |   |   |
| 3. Incident Investigation training      | Y | N |
| _____                                   |   |   |
| 4. Contractor Management training       | Y | N |
| _____                                   |   |   |
| 5. Legal compliance training            | Y | N |
| _____                                   |   |   |
| 6. Manual Handling training             | Y | N |
| _____                                   |   |   |
| 7. Formal safety diploma or certificate | Y | N |
| _____                                   |   |   |

---

**Short answer**

1. Visy is committed to the objective of improving OHS performance through the development of an OHS improvement strategy. What do you see as being the barriers to the successful implementation of this strategy?
2. How much control do you believe you have over your work environment to make changes to health and safety standards?
3. What kinds of steps has Visy management taken to ensure that you are trained sufficiently enough to understand the expectations of healthy and safe behaviours?
4. How well do you understand the existing OHS legislation?
5. What changes are you aware of that have occurred in OHS legislation recently?
6. Can you name 2 or 3 of the most significant risks within your workplace?
7. If you had unlimited funds and resources what two things would you do to improve health and safety within your immediate workplace?
8. Within your workplace, if you have a workcover issue, who would you contact?
9. Within your workplace, if you have a health and/or safety issue, who would you contact or where would you find the information?
10. Do you have any feedback you would like to give with respect to Safety and Workcover?

## **APPENDIX 5.2**

### **LETTER OF CONCENT FOR QUESTIONNAIRES**

**Project Title: Safety climate review**

I agree to take part in the above Monash University research project. I have had the project explained to me, I understand that agreeing to take part means that I am willing to:

- be interviewed by the researcher
- allow the interview to be audiotaped
- ☐ I understand that any information I provide is confidential, and that no information that could lead to the identification of any individual will be disclosed in any reports on the project, or to any other party.
- ☐ I understand that I will be given a transcript of data concerning me for my approval before it is included in the write up of the research
- ☐ I also understand that my participation is voluntary, that I can choose not to participate in part or all of the project, and that I can withdraw at any stage of the project without being penalised or disadvantaged in any way.

**Please tick the appropriate box:**

- ☐ The information I provide can be used in further research projects which have ethics approval as long as my name and contact information is removed before it is given to them
- ☐ The information I provide cannot be used by other researchers without asking me first
- ☐ The information I provide cannot be used except for this project

**Name:**

**Signature:**

**Note:** Please return this signed form by faxing to 03 9238 3376.

## **APPENDIX 5.3**

### **QUALITATIVE ANALYSIS CLIMATE SURVEY I**

# ***Qualitative Analysis Climate Survey I***

The qualitative instrument utilised for this research was developed using OHS Best Practice principals and adapted to investigate the specific OHS needs of Visy Industries. The instrument is included at appendix 1. The aim of the discussion associated with the qualitative discussion is to report on the major issues identified in each division.

## ***Visypak Beverages***

### ***Existing system- Control of work environment***

In the central response here was an acknowledgement of a great deal of positional control was entrusted to Visy's managers, e.g.:

*I personally have a significant amount of control --- I believe I have all the control --- a great degree --- not absolute but a very significant control.*

There was also acknowledgement that in the case of OHS issues there was 100% control.

However, with respect to budgetary control there was more acknowledgement that there was limits to the extent of control, particularly with the capex process. This process was found to be a limiting factor due to the amount of time it takes for approvals.

Having control however did not necessarily mean that such controlled was being utilised for OHS purposed. Specifically, it was noted that control did not translate into the implementation of new OHS programs. Control was displayed and exercised through day-to-day priorities.

### ***Existing system: Injury procedure***

In general there was a good understanding of the protocols required in the event of an occupational injury.

*In summary injuries are reported through the supervisory chain so it means to the immediate supervisor and also if it's a medically treatable injury it would be reported to the company safety representative. Depending on the severity of the injury it would be treated by first-aid at the site or Visy's Workcover medical. In the case of a return to work, an incident report will be filled out of what has actually happened and that will be reviewed at the production meeting the following morning, or if it's occurred over the weekend, it would occur on the Monday or the Tuesday, depending on whether it's a long weekend. We will discuss that incident in the meeting and that's one of the first items covered in our production meetings and after that meeting plant manager, the production manager and usually the team leader of the person or if the person is still around we would act on an incident investigation. If it's a lost time injury the we're waiting for more information to come back from the actual doctors and that we might need to get the resource of Occ.corp or things like that. If it's a notifiable LTI we also advise Occ.corp within the period this has occurred and also advise my senior management group. Within that 24 hour period we also put it on the Visy data log and then basically depending on what the doctor says operate a light duty or return to work program.*

### ***Existing system: Positive elements***

People within the division recognised the efforts being made by Visy to improve OHS performance. The steps forward that had been taken were perceived as being significant.

*Visypack is a now making a big step in the right direction.*

### ***Existing system: Negative elements***

People made a range of negative comments about the state of the current OHS system. These comments reflected not only the past but also aspects of the changes that are currently being made. An important consideration of these comments is that the current system is perceived to lack infrastructure, integration and a comprehensive set of 'in practice' policies and procedures. There is also a perspective that systems are reactive as opposed to proactive.

*There is not enough infrastructure or training for people to implement OHS throughout the plant i.e. a partial program e.g. there is a working at heights procedure in place, but no confined space procedure. As a result there are no regular monthly meetings to address OHS issues, and low level awareness (perception of invincibility), but it was noted that when issues are raised they are generally dealt with quickly.*

*... we're not having accidents. I think what we do now is we've got this policy if there is anything that is problem, come and see us and we'll fix it.*

*Southcorp had a very rigorous focus and audit system which asked people to focus on OHS, and as a result people put resources and effort into these things. Visy do not yet have this focus and has limited resources which as a result probably means an increase in LTIs.*

*While Visy had a new strategy they haven't really understood what the new strategy is relative to OHS. Strategies in the past, have not been communicated effectively and pushed strongly enough from a corporate point of view, and in general strategic actions are rushed, last minute stuff as opposed to actually taking a long-term view.*

### ***Existing system: Risk***

There were a multitude of physical risk to humans identified across the division, the most common being identified below:

- Fork trucks movers and trucks were by far the most common, but specifically working in the areas with pedestrians
- Chemical hazards - printing inks and solvents, chemical processes - washing process particularly new people (training identified here),
- Crush jamming and pinching hazards - cutting injuries, machine related power presses & nib points, places where people can get pinched (machine guarding identified),
- Machine guarding,
- Sprains and strains from manual handling e.g. palletiser,
- Slips and falls,
- Electrical Safety - lock & tag out doesn't get done properly enough,
- Working at heights – ladders etc.
- Dust + Noise hazards – PPE/earmuff wearing identified,
- Awareness of hazards came through as a worrying attitude, people are complacent and with a systemic resistance to PPE e.g. safety glasses, hearing protection, and the right clothing.

### ***Moving forward: Changes in roles and responsibility***

At managerial level there was a realisation of an increased requirement for reporting, raising awareness and responsibility to improving OHS.

*Increased ... presence or visibility in the plant, to demonstrate the priorities I've got on safety and the awareness of it.*

An alternative view expressed was that there was already an active OHS program with regular interaction and consultative committees that meet regularly with management, and already communicates with the shop floors. In these cases there was little anticipated change implication.

These two conflicting perspectives reflect that **differences in OHS standards** between plants in the same division.

People have different perceptions of change and also, as noted previously, different plants are at different stages in the evolution of their OHS procedures. When asked "Do you think your role will change as a result of OHS strategy?" the answers indicated the general response was that there was no anticipated change in roles as depicted by the following comment:

*It won't change my role and it won't change my responsibility. It will change the amount of effort I put into it.*

However what is not evident from general responses is whether managers and supervisors understand their responsibility is now enshrined in OHS Act 2004. One informed manager noted that:

*I should be doing that anyway ... my responsibility to workers under the OHS Act, I should be doing everything I possible can to provide for the safety anyway.*

There was some acknowledgement that in the short term task responsibilities would be a bit harder with more paperwork, but over the medium term an OHS strategy and system will make each person responsible for safety, and make everyone's job easier, because of an awareness of risks and a proactive approach to safety implementation.

### ***Moving forward: Ways to improve***

People were asked the question: "If you could improve two or three things about occupational safety in your workplace what would they be?"

Several key suggestions emerged in these discussions, the most significant was to follow other corporate models of rolling out a complete package upfront, rather than the piecemeal system characteristic of Visy. That is, the system would specify upfront policy, objectives, strategies, resources, responsibilities, reports and reporting lines, and a program for delivery of procedures, protocols and training.

Other general initiatives raised were:

- high-level behaviour based safety training,
- living, breathing OHS system that will self invigorate over several years,
- speed up the process of completing the SOPs, JSAs and risk assessments,
- old equipment - capital funding for upgrades, guarding and/or replacement
- automate and engineer out manual activities,
- non slip flooring in wet areas,



- dust minimisation,
- better lock out tag out system,
- improve working at heights (i.e. removal of ladders) & utilisation of engineering solutions such as platforms.

### ***Moving forward: Making changes***

The division is implementing an OHS strategy and to date this has involved:

*... raising awareness via visible aspects of signage, focusing on improving our documentation, improving the level of involvement on the shop floor in risk assessment and participation in various toolbox sessions, JSAs, housekeeping, slowly devoting more resources by prioritising capital expenditure for safety items to spread the improvements ...*

The development of a safety leadership team and an active OHS environment committee was considered key and programs have been initiated that enable people generally on the shop floor to be able to either communicate their concerns or communicate their suggestions. This would seem to have translated in some instances to monthly, team meetings and plant reviews identifying hazards, corrective actions and ensuring people know how they are supposed to operate and conduct themselves around the equipment. There seemed to be a general understanding that these activities were necessary to enable safety to cascade through people and documentation down through the businesses and eventually to performance.

### ***Moving forward: Performance impact of a new strategy***

The issues followed here were the linkage between strategy and improvement to OHS performance e.g. 'Do you think this lack of strategy has impacted on health and safety performance at Visy?' Generally there was agreement that there would be a positive impact on performance, and most prominently in the area of accidents.

*Some of the levels of accidents in some of the divisions are appalling.*

*We've halved the number of injuries we had twelve months' ago.*

There was also an acknowledgement that once the program was finished there would be a delay to the actual benefits.

*.. increasing benefits, three, six, twelve months down the track.*

### ***Moving forward: Changing culture and commitment to OHS***

As part of the schedule of questions, opportunity to raise issues associated with the culture at Visy presented. Generally the role of culture in making change was critical.

Culture change requires a very persistent patient approach to get people to change their attitudes and behaviours to a new orientation. Additionally, there is an acknowledgement that Visy is very production focused. In VisyPak beverages people were acutely aware of their production expectations, at times, sacrificing OHS.

*We are under production and if we take a team out {for OHS} the whole process stops. We are in the business of making products that at the end of the day makes us money.*

Having the capacity to accurately gauge the amount and severity of risk in a work environment is critical. Not having this skill represents a gap in capabilities and a safety culture where risk is not taken seriously.

*.. it's this whole thing about I'm invincible and therefore it will never happen to me, I don't need to worry. {OR} Oh, I'm all right, I'm not going to get hurt.*

To change the culture and perceptions of employees a demonstrated company commitment to OHS is necessary. People must be given appropriate training and tools to implement the strategy and achieve the objectives rather than being told here and implementing out there. In addition, people on the shop floor would actually see management leading by example.

Beverages argue that they have taken the corporate lead and are now pushing the boundaries for people to take ownership and accountability for OHS with a particular focus on wanting to improve the workplace. Fundamentally this has been achieved by goal setting especially for senior managers, because they have the ability to make it one of the objectives of all reports, and as a formal goal it gets commitment and implementation follows. Additionally communication from senior managers must be followed up with involvement in the changes being made to drive home commitment, and reinforce the safety culture. Commitment can also be strengthened with appropriate resourcing.

*There are no funds actually dedicated to safety. It's more a one on one off type situation ... That's for financial reasons. If I was doing safety I'd be wanting to do it all out.*

The organisational culture is characterised by a history of poor LTI records. Consequently the safety culture is reactively focused on WorkCover and how to manage the problems as opposed to proactively preventing injuries in the first place. People recognised the need to change this culture and to learn from each other.

*If we had a combined strategy everybody would be working in the same direction and be able to learn from each other.*

People felt that an agreed OHS strategy will require broad company vision and commitment by all managers to walking the talk (unlike at present within corporate) and where necessary instilling uniformity as to resourcing, reporting and training. It was acknowledged that there would be financial benefit from a reduction in lost time injuries, reduced Workcover claims, and reduced insurance premiums, and improved morale which should translate into higher productivity. It was also noted there could be flow on social benefit in terms of safety within family and communities.

A lack of commitment was seen as a real barrier to a change in safety culture. The predominant barrier was that it's just something extra people have to do, and on the surface at least of no real benefit. Also

if the strategic action was too optimistic or the timelines unrealistic, then the objectives impose additional and unnecessary obligations on people. The articulated barriers centred on fears that no additional resources would be dedicated to the strategy.

*[Strategy would be] ... pushed on to the plant (on top of ) what you're going to do now and what things you have to do .... I think a lot of plants will struggle to roll that out and drive it.*

## ***Training***

This interview questions was concerned with the main training issues e.g. formal training expectation and opportunities for staff.

The general feedback represented the fact that Visy does not have an identified set of training competencies that it is ensuring employees have. If people want training, they are not denied it, but they are not necessarily proactively encouraged.

*I think it's sufficient and I feel if I wanted to do anything I wouldn't get knocked back. {TO...} I don't believe there is enough training actually occurring ... and my knowledge has basically been through previous employment.*

The interview results indicate that the overall systemic approach to training has appeared to the broader employee base as haphazard, with poor objectives and deliverables, and in some cases with narrow plant specific application.

There was also a concern that funding for OHS initiatives did not necessarily include funds to enable people to be taken away from normal day-day activities e.g. shift rostering.

People did not seem to expect training in OHS. This could either indicate that they are unaware of their skills deficit or they do not perceive safety to be their responsibility.

Counterbalancing the above there was a worrying comment from one person stating that they had not been inducted, lending support to the ad hoc nature of systems currently in place.

## ***Legislation***

There would appear to have been some communication out of corporate division but more because of inquiry then directional strategic action. There was also a recognition of the need for people dedicated to driving OHS at a divisional level.

*The has been more done within the division because we have a central HR coordinator that tends to keep our division apprised of it.*

*Has any information been communicated to you about those changes?  
{Respondent:} No. {OR ...} ...I'm aware of changes but I'm not aware of the detail.*

The few most “commonly” cited implications of legislative changes were:

- Accidents – increased fines for companies, and liabilities and fines for individuals,
- Contractors - the implication for the associated safety and induction procedures,
- Accident reporting with respect to submitting a Workcover claim,
- Working at heights.

The feedback would tend to indicate that the corporate information dissemination program was not received by the designated respondents, it was poorly presented and thus had poor absorption, or was never read possibly because of low linkage to people’s positional objectives. In all cases there would appear to be a systemic failure.

## ***Visy Board***

### ***Existing system- Control of work environment***

In general Board agreed that they had full control of their work (and staff) environments, and in some cases acknowledged that they utilised that control both positively and negatively through their senior management teams.

*Up to a certain dollar value, yes, it becomes hard, but day-to-day, yes, no problems at all.*

In terms of OHS, control is generally exerted via a consultation and review process and then adopted because group consensus.

*Because we don't do anything of a trivial or flippant pursuit, all health and safety matters, we go through a consultation and a review process and then it's adopted without question, because everybody has agreed. Everybody has a part in formulating whatever issue it is.*

There was also a worrying note of a budgetary allocations being made between safety jobs versus keeping machines running versus increasing productivity, without reference to JSA or risk analysis.

*.. working a balance between whether we do a safety job or whether we do a job that keeps the machine running or whether we do a job that increases productivity over safety.*

### ***Existing system: Injury procedure***

In general there was a good understanding of the protocols required in the event of an occupational injury.

One specific comment worthy of mention was that Occ.corp was a waste of money because they do very little for the expense.

*They don't do anything I don't do. I'm there with the person when they go to the doctor. I make sure that they're getting back on suitable duties as soon as possible. Every single time I've used Occcorp they've just sat there and done nothing. They've just rung the person and said, "How are ya?" and that's not good enough.*

### ***Existing system: Positive elements***

Positive feedback was that safety committee are being formed with the good people and strong focus on ensure the business is living up its OHS obligations e.g. people are following the procedures being implemented. Additionally committees were also involved in developing SOPs and responding to feedback to achieve the safest visible result (e.g. disabling the mindset of people jumping into running machines).

It was also noted that an employee had lost their job in the recent past due to an unsafe act, and that in the present change environment this was a powerful message to other people that the board and senior management would not tolerate serious OHS misconduct.

### ***Existing system: Negative elements***

The worrying trend was an acknowledgement that 80% of employees do not care at all about OHS, and are more concerned with achieving measured quantity targets.

*General employees don't give a continental about it really. General employees are only concerned about coming here, earning money, and going home.*

*I would say the employees themselves, yeah, I would say percentage wise, I'd say that 80% do not care at all about safety.*

The complexity of the current management structure was also noted as an inhibitor to OHS improvement.

*Compartmentalised the management structure, which may be resistant to change. A multitude of management systems.*

*Certainly the organisational structure makes it complicated. A multitude of - - because of the compartmentalisation, there are a number of management systems in place.*

### ***Existing system: Risk***

The most common risks noted were:

- forklifts – particularly exclusion zones and loading zones,
- machine safety/guarding,
- working at heights,
- manual handling,
- strains and sprains - ageing workforce.

## ***Moving forward: Changes in roles and responsibility***

The positive changes to roles centred more around changes to responsibilities in an acknowledgement that OHS legislation defined these quite well and were now publicly visible. There was an acknowledgement that an OHS system would support implementation and remove the current culture of a safety police enforcement to compliance.

In the longer term, it was anticipated that a site would not have to rely on a OHS manager performing OHS task but rather these would be done by the people identifying/creating the hazards. The reality would be that the OHS manager has to be a knowledgeable facilitator.

There was reserved acknowledgement that OHS was already part of their role as board members, and as such any new system would be a strategic direction refocus and provide a framework for better consistency, accountability, reporting, coaching and efficiency across the divisions.

## ***Moving forward: Ways to improve***

People were asked the question: “If you could improve two or three things about occupational safety in your workplace what would they be?”

Several of the identified improvements have been mentioned elsewhere, however the notable improvements mentioned are below:

- Aim for continuous improvement across all plant activities,
- Improve the quality of the risk assessment and safety procedures that are in place,
- Remove forklifts from all work areas – provide conveyer system
- Robotic stackers,
- Conduct a training needs analysis
- Inductions - actually provide check after a month as new people are starting
- Safety incident & near miss logging and display - very poor/archaic at site level,
- Accountability - drive back through the employees KPIs and job descriptions which have management of injuries included (focus is prevention).

## ***Moving forward: Making changes***

The most common methods mentioned of making changes were:

- Training for employees on site and ongoing training concerned with all OHS housekeeping basics, strategy implementation and developing actions plans for implementing change,
- Appropriate committees, e.g. the consultative committees, the OHS committees to ensure assessment and signoff with respect to a procedural change, then buy in via production teams,
- Very simple weekly key performance indicators,
- More cooperating, feedback and consultation from the floor, from the people who will carry out rules and regulations,
- Risk assessments, job safety analysis.

## ***Moving forward: Performance impact of a new strategy***

The issues followed here were the linkage between strategy and improvement to OHS performance e.g. ‘Do you think this lack of strategy has impacted on health and safety performance at Visy?’

People very clearly identified the tangible impacts to performance in not having a strategy.

*Obviously if we're looking at reducing injuries to employees, the benefits to Visy are obviously reduction in costs, less Workcover claims and better productivity.*

People also identified the way in which not having a strategy has resulted in frustrations in improvement that have flow on impacts for performance.

*It makes it very difficult to get things done when there is not strategy. You might be working independently on your own site, which is all good and well, but there's no consistency across the site, so when you're asked to meet some kind of target that's not strategically mapped out for the company it's a bit difficult, you know.*

### ***Moving forward: Changing culture and commitment to OHS***

The Board comments on culture were focused on how best to positively achieve culture change.

*Realistically at the moment it's (safety) not the focus it deserves. It's not a subject matter everywhere we go. Are we concerned about safety? Yes, we are. Is it our priority? No, it's not.*

However there was acknowledgement that if there was positive engagement with people with good, honest, two-way communication, mindsets could be reoriented.

*I think that if we engage people well and if we manage people in good, honest, two-way communication, I think we're in a position where we can minimise it.*

There was general acknowledgement of the need for the full understanding and ownership by senior management to engage the OHS strategy, and also demonstrable positive behaviours (e.g. tenacity) to see the strategy to its end. It was acknowledged that some considerable engagement effort needs to be exerted prior to implementing the OHS strategy to garner the required understanding and ownership.

*a tangible demonstration of commitment, one of the only ways to actually going to achieve a cultural shift.*

The perceptions of the current changes, as being significant were also encouraging.



*I think it's going to be - - what I've seen so far reading through, I think it's a breath of fresh air, because it's actually coming from the top and that was I thought very good to see so when it's coming from like the top management coming down a lot of people will get on board and I think the information will flow better, I think.*

Comments associated with employees having a blasé attitude toward safety, that is blaming the individual, is a consequence of a poor safety culture.

*Well it comes back to people. I think it doesn't matter how much you can sort of push the issue of health and safety some people being as they are, will always take short cuts, irrespective of what you do, how much training you give them, whatever. There's likely to be some idiot. Unfortunately you're dealing with humans and they sort of do let you down occasionally. That's why I said the 80%. I thin most people are serious about it but some are very blasé.*

In terms of changing the safety culture of the organisation, it was also noted that such a change would have significant impacts for the employee, their families and their community. Such initiatives are significant in increasing levels of commitment and loyalty.

The commitment of resources was noted as providing an indication that management is serious about making cultural change.

*One of the things that we all find is that initially everyone starts with pretty much you know, an interest in something like this but soon when other priorities come in and other pressures are put on soon it starts to falter and for that that's where you need senior management to have an absolutely relentless pursuit of that strategy. You want that end result and got to impose it.*

## ***Training***

In general theme was that there seemed to be both adequate training programs being provided currently and even more noteworthy a plethora of training opportunities for all staff. A small subset of the responses is provided below:

*Training is provided whenever something new occurs e.g. statutory requirements,*

*On the job training is provided across all plants,*

*All OHS representatives, managers and supervisors, have been trained in OHS roles and responsibilities, by outside sources (and penalties noted for non-compliance)*

There were also problems identified with the training of a large volume of casuals. That is, it's difficult to know if the person has come with experience or no experience e.g. how much training they've had in manual handling.

There was additionally one worrying comment that noted no training was needed.

*because I believe in this way of doing things. I don't believe that I need any special training.*

## ***Legislation***

The general response was that information regarding changes to the legislation was being transmitted in a variety of ways, for example, email, discussions with OHS managers, and industry forums. It was also noted that the OHS legislation in New Zealand was quite different to Australia's line of responsibility.

There was an acknowledgement that Australian legislation required an increased level of vigilance from all employees with an emphasis on knowledge, information and control measures.

Most respondents acknowledged there were significant changes and as a result implications for the business.

- union people nominated as OHS representatives can at any time arrive at a business and can inspect a particular area of the site because of a request from an employee,
- significant changes to penalties for companies,
- health safety team members must be trained,
- responsibilities extend not to just employers but also to line management - this message has got through to people regarding positional responsibilities
- machinery competency must be demonstrable - forklift operators have retrained and assessed (some thirty forklift operators at one site),

There was also a general acknowledgement that there significant changes to the consultation arrangement within the acts of most states, but that this has not changed the business, and the consultation required was no different to the consultation processes already in place at Visy.

## ***Visypak Food***

### ***Existing system- Control of work environment***

In general all respondents noted they have a large amount of control, and that it was also accompanied by commensurate amount of accountability.

*At this point I have 100% control and I am accountable for both health and safety and environment and also production.*

Control was also noted to be contingent on budgetary responsibilities and limitations.

*Sadly, it all reflects on dollars. There's a lot you can do if you've got an endless you know, budget because everything you implement costs money.*

### ***Existing system: Injury procedure***

Generally an excellent understanding of the protocols involved in dealing with and reporting both minor (MGT or first aid or near miss) and major incidents (LTI). The process identified followed the following broad steps:

- injured party to medical attention e.g. ambulance or first aid,
- inform Occcorp,
- enter into portal system - senior management team
- accident investigation or incident analysis (include near misses & property damage),
- review at OHS committee meeting,
- follow site procedures e.g. local reporting.

### ***Existing system: Positive elements***

Despite the sheer size of the organisation, several positive comments were made about the existing system, namely:

- good networking system, have meetings every quarter (also computer),
- publications through the mail,
- overriding national quality policy called a Mesh manual which includes OH&S and environment,
- regular toolbox meetings, inductions, re-inductions, incident awareness meetings
- this current research is an outcome of the company priority on OHS, and the visible drive from the top down and an allowance for local input and ownership.

### ***Existing system: Negative elements***

The negative characteristics of the system highlighted in the Food division reflected those noted elsewhere and primarily focused on the balance between production and OHS and also the complex nature of individual responsibilities.

*I am accountable for both health and safety and environment and also production. ... if I was to pull up a line and do (OHS) training it would have been just immense and I'd probably lose my job*

### ***Existing system: Risk***

The most common risks noted by respondents in order of commonality were:

- forklifts,
- noise levels - constantly monitored - improvement process in place,
- manual handling – back injuries,
- guarding - review of all the guarding,
- sharp material - risk of cuts and abrasions,
- flammable goods - lack of awareness - re-inductions,
- training – changing OHS behaviour.

### ***Moving forward: Changes in roles and responsibilities***

The perceived changes to existing roles and responsibilities were perceived to be limited.

*... we set up the {OHS} guidelines where we were going to do so we knew where we were going anyway. So anything the business does now is going to be in line with what we've already done.*

### ***Moving forward: Ways to improve***

People were asked the question: "If you could improve two or three things about occupational safety in your workplace what would they be?"

- Respondents noted several ways to improve their OHS environments, namely:
- manual handling – more automation to engineer the issues out of the process,
- noise – more automation to make quieter machines,
- forklift speed limits + traffic management,
- machine guarding,
- PPE - higher grade smoke or face masks to reduce the amount of inhalation of smoke,
- fire/smoke – detection prior to fire,
- safety awareness/training/communication – continual – but care not to drown people to the point that they start turning off.

### ***Moving forward: Making changes***

In general the most significant changes being made were:

- toolbox meetings,
- re-inductions,
- awareness meetings across the site – following incidents,
- committee process – discussion people involved, engaging engineering, follow up & sign off.

## ***Moving forward: Performance impact of a new strategy***

The issues followed here were the linkage between strategy and improvement to OHS performance e.g. ‘Do you think this lack of strategy has impacted on health and safety performance at Visy?’ The general response was that new OHS strategy could “absolutely” impact performance, but there was little insight proffered into where this impact might appear. There was also note of the significance of strategy in directing available resources, in that:

*... without any strategic direction then it gets very personalised and everybody will have a different take over what's important and what's not important.*

## ***Moving forward: Changing culture and commitment to OHS***

We sought characteristic comments associated with culture, particularly that associated with the integration of production and protection. The responses highlighted the need for a new strategy but the cultural difficulties in instigating such a change.

*... it would make it more uniform and therefore more systematic*  
*... more difficult at start but once imbedded it would be good*

Another cultural characteristics was a focus on engineering control and the use of committees as opposed to consideration the way people's mindsets would need to change.

*... it would initially involve more committee & engineering process.*

Comment was however made about the significant challenge of reorienting ingrained behaviour (culture) in people who have been at the plant for 30 years and done things one way and only that way.

The general theme was that commitment would be driven via training and JSAs. The feedback also noted the positive approach to proposed changes, namely there are presentations on how it would impact particular people and roles at the site. People perceived themselves to have relatively high level of commitment, making the implementation of strategy relatively simply.

*It would be simple enough to implement because we are already pretty well committed.*

Resources tend to be a barrier to the implementation of strategy and culture change but also the extent of employee empowerment and company improvements.

The noted impacts on resources were:

- budget – fixed operations budgets mean implementation prioritisation (risk assessments),
- CAPEX - limited ability to draw a major modification to a piece of equipment,
- training – limited resource base means limited access to staff time for both individuals & managers.

## ***Training***

This item concerned the main training issues e.g. formal training expectation & opportunities for staff. The majority of the response to training was centred on:

- induction and awareness - employees and contractors, with a focus on OHS consistency,
- training needs more focus on improving people's understand of how it all works,
- training has improved and needs to continue to communicate change in directions,
- training update seminars are too infrequent,

*Induction from generally, all our employees and they are contractors obviously. For me personally I suppose training and awareness.*

## ***Legislation***

A worrying aspect of the feedback from a significant number respondents was that they were not aware of legislation changes.

*No, I'm not aware, no.*

On the positive front one respondents noted that they had taken the initiative:

*... information that {respondent} and I have gone out and got ourselves. We have a contact at Workcover ...*

There was however an acknowledgement that:

*managers are more accountable & liable if they allow somebody under their control to breach OHS requirement,*  
*there are changes to the way VISY reports incidents and the way VISY report Workcover claims, unions now have the power to come on site*

There was also note that the Workcover authority itself has been sending out documentation, information and CDs and getting people down to various seminars.

There was again a general lack of understanding of the implications of legislated OHS changes, however the feed back centred on the following:

- more training

*... make sure everybody is aware of the changes,*

- consultation / committee process

*... we 're already pretty well up there*

- particularly with the Worksafe legislation,

*... basically just have slight modifications in the way we do things,*

- data entry, clerical work – talking up more resources,

*... with respect to the new Act we are dealing with one OHS rep who can cover multiple departments, which gives us more flexibility, more responsibility and ownership for those*

- time factor.

*... organising the information on how you can engage it to the people on the floor*

*more involved in meetings, committee meetings. Probably a bit more paperwork.*

## ***Pulp and Paper***

### ***Existing system- Control of work environment***

Most respondents noted they believed they had substantial control of their work environments and reports, but little influence over senior management. They also felt that they had a duty of care responsibility to report on OHS to those around them.

One respondent noted that while control was important it was perhaps the ability to influence people's behaviour that was of critical importance. To that end another respondents noted there was limited authority to make changes to the resourcing or people's roles and responsibilities.

Additionally it was noted that capex control limited one's ability to effect immediate change, however in general support from head office was generally good.

*Well it depends. Am I empowered to make changes? You empower yourself to make changes as much as you can, but in terms of my level on the pecking order, I probably have some influence over people of my level and lower. I probably don't have as much influence over people above me.*

### ***Existing system- Injury procedure***

In general there was a good understanding of the processes surrounding the impact of any injury, minor or otherwise. In particular;

- notified of supervisor,
- injury procedures pack for contacts – Occ.corp, Workcover, and other internal reports,
- injuries that can/can't be treated on site,
- medical treatment processes,
- incident reporting → preventative action.

### ***Existing system: Positive elements***

Positive comments associated with the current OHS system are noted below:

- consultation process - comments taken to help improve the processes and strategy and gain buy in,
- proactive and consultative - consultation process between employees achieved through safety committee - always met monthly,
- trained OH&S officer, trained systems coordinator and trained HR representatives on site enables the whole OHS system to be bought together,
- introduction of a pre-shift safety meeting gives an opportunity to up-to-date them with any incidents, accidents or allegations,
- it was noted that strategy would certainly provide direction and enable people to be proactive with respect to OHS.



*Well, we have an OH&S trained officer on site. We also have a systems coordinator. So those two normally work hand-in-hand and we also have trained HR representatives to bring the whole package together because you've got the incident, the repair of that incident or change and the rehabilitation of the suffered employee. So those three things I think go hand-in-hand.*

*In terms of the consultation process between employees, we've always done that anyway because we've always had our safety committee and always met monthly. That's always been a requirement.*

### ***Existing system: Negative elements***

There seemed to be a perception in the Pulp and Paper division that initiatives were being made, but not followed through. This was perceived as being both frustrating and demotivating.

*... in the last 18 months have brought in a system of contractor management and a system of incident investigation and basically safety coordinators were brought in to do some training and review on those proposed systems and processes. Legitimate comments and constructive feedback was given. None of it was taken on board and it was just thrown out there and expected that all safety coordinators would drive this through the businesses when really there was no buy in or consultation from safety coordinators or staff.*

Other issues highlighted were:

- seeming expectation that humans are an infinite resource,
- worrying perception that safety is management's responsibility,
- current OHS system is focused on the status quo rather than a strategy for continuous improvement,
- current OHS system is dependent on certain individuals within either senior management or middle management to make it happen leading to variability between different parts of the same organisation,
- current system does not have a formal consistent basis which individuals, plants, managers, can follow leading to an ad hoc result to e.g. LTIs,
- VISY Paper have not given top priority to OHS despite the requirement of VISY industry,
- OHS training is lacking in its emphasis for communication between the shop floor and management, as it is with the cooperation the system becomes sustainable.

### ***Existing system: Risk***

The most common risks noted by respondents were:

- machine guarding,
- mobile plant & interaction with people,
- nib points and burns – risks from machine that rotate at high speed,

- slips, trips, falls – due to wet process environment (more can be done to reduce risk),
- cuts - guards & PPE are issues,
- manual handling,
- chemical burns – e.g. caustic soda,
- electrical lock out.

### ***Moving forward: Changes in roles and responsibilities***

In general the simplified comments about role changes with respect to a new OHS system are summarised below:

- provides clear and greater responsibility in regard to support and influence OHS at all levels – shop floor, OHS representatives, through to management,
- more external reporting – but number collection implications/actions need to be owned and better managed at the site level,
- increased short-term workloads for safety professional at the sites,
- at a personal level little different from current roles and responsibilities, but should provide more assistance,
- OHS is something that is already transparent, but a new strategy may measures more paperwork for everyone concerned.

*I think it probably gives me a clear - - a greater responsibility in regard to provide the support and the influence and not just the safety rep but also the management themselves.*

*At the moment from what I have seen in terms of some of the limited strategy that's coming from corporate incidents has increased my workload. And that might I'm envisaging that might be the case, but I'm hoping that that's not a long-term thing. Whatever strategies that are developed have to be targeted at the sites and not at the safety professional at the site.*

### ***Moving forward: Ways to improve***

People were asked the question: “If you could improve two or three things about occupational safety in your workplace what would they be?”

The most common improvements noted were:

- better disciplinary process for people who breach OHS,
- better auditing and management review processes to improve OHS performance,
- awareness about OHS must translate to an understanding of shared responsibility,
- digital information screens that can display the latest OHS information, changes or incidents, especially for shift work environment, where there maybe a delay to receiving and reading information,
- upgrading guarding and work areas, and platforms to conform to Australian Standards,
- behaviour based on training is under our control, however the next step needs to link OHS principles to behavioural change,

- post training people need structured, simple tools to keep the system running,
- forklift – with minimal capital the risk of exposure could be minimised,
- operational staff need more input to procedures to ensure all safety issues are met,
- complete plant risk assessment,
- structured health and safety development program for our line managers

*A better disciplinary process for people who breach safety and better auditing and management review processes to improve safety performance within our business.*

*I think awareness and not just awareness as in posters. I would like people to have the same let's call it nervousness about health and safety that I do with the understanding it's a shared responsibility. We've only been going for four years now and we brought a lot of people off the street. I don't get the impression everybody on site shares the understanding of what this equipment can do.*

### ***Moving forward: Making changes***

- A general process for making changes at VISY was highlighted, with the key elements noted below:
- a typical process is mill manager buy in, raise it at the OHS committee, follow-up presentation and buy in, then sell to supervisors to get it into the environment
  - consultation – moving away from quick fixes - take people's comments to help improve the processes,
  - training has to be at all levels and related to different subject matters at different level.
  - reporting is something we lack badly. But if you just took reporting if we got that right people see the obvious and people then want to change more when they see that this is a problem
  - visual clear standards with clear priorities to emphasise the senior management team are committed and not just a passing phase
  - more support around training initiatives e.g. WorkSafe training must be accompanied by OHS organisational support and communication from senior management,
  - tolerance to OHS transgressions should be reduced.

### ***Moving forward: Performance impact of a new strategy***

The issues followed here were the linkage between strategy and improvement to OHS performance e.g. 'Do you think this lack of strategy has impacted on health and safety performance at Visy?' Responses to this question were mixed. The first group of people stated that they believed the new strategy would improve OHS.

*I think if you look at the safety performance and the raw data we're not showing a continual improvement, so yes I think it has had an impact in that we are getting continuously better.*

*Given better direction and ownership from top down, there's more incentive to hop on board at plant level.*

The second groups perceived that the previous OHS system was a better performer.

*I've got no doubts about that and in fact history tells you that. Five years ago we did have strategy in place.*

*INTERVIEWER: And health and safety performance was better then?*

*Respondent: Yeah, assuming the measurement principles were correct, yeah, I think it was better than. Certainly the numbers tell you that.*

*No that was before.*

### ***Moving forward: Changing culture and commitment to OHS***

We sought characteristic comments associated with organisational culture and safety culture more specifically.

The most common themes reported were:

- pressure from the board down is to keep operations up and costs down and historically this has been done without reference to OHS,
- a very focused lean production environment with little priority given to OHS.

There was general acknowledgement that an OHS strategy should make people's jobs easier, that it should complement the business, and agreement that there was already a consultation process in place between employees, namely through monthly safety committee meetings.

There was also acknowledgement that OHS was only one part of the whole culture of the business, and that was no need for dramatic change. One respondent noted with respect to OHS requirements that:

*Every plant has an open ended cheque book if you like to make sure things happen. Every plant has whatever resource available to them if they want it.*

*I think one of the barriers is going to be potential resistance to change. When you are looking to change anything that's something you need to take into account I suppose.*

*Ignorance and I guess human nature says I don't want to change. They maybe odd statements, but I think they're true about Visy. As I said earlier, lots of people have been here for a very long time and they don't see any need to change.*

The dominant feedback from respondents was that staff commitment was not being achieved from at all levels. This would seem to be emanate from the lack of consistency in OHS strategy and commitment from senior management.

*There is certainly a culture on the shop floor that it's not their responsibly to manage the supervisors. Definitely once they've raised it and it is in your hands, they tend to wipe their hands of it, which is something we're working at.*

*I think we need to look at those sorts of systems to be put across Visy here to get that commitment from employees and stuff.*

*You've got to have people's buy in. If you don't have people's commitment and buy in to it you will leave the strategy off the ground. So if you don't involve them in a consultation process or provide them with appropriate information and training to get that strategy out there, it's never going to take off.*

Resources tend to be a barrier to the implementation of strategy and reflect an imbalanced culture. Responses to resource limitations centred on human constraints as typified below:

- shift foreman are struggling with the dual responsibilities of being hands on, managing staff and corporate accountabilities such as OHS,
- diverse roles across the plant restricts the amount of time that can be devoted to OHS,
- proactive management of safety comes down to reasonable resourcing and this isn't happening at the moment,
- the lean production environment implies an increase in workloads to manage OHS,
- and that's going to reduce the chances of success.

At the other end of the spectrum where OHS professionals who noted that the additional workload could easily be shared if all line managers were skilled in OHS.

*but because we're not in a position like that the bulk of that workload is going to fall to people like myself.*

## ***Training***

This item concerned the main training issues e.g. formal training expectation & opportunities for staff. The training perspectives presented by staff appears to be that there has either been too little or poorly focused in that it has not been packaged into peoples accountabilities.

*... very little training provided to date, apart from legal type descriptions of duty of care expectations of low levels of lost time injuries,*

*... as far as professional development there hasn't been a great deal ... what I've done, I've done elsewhere ...*

*... people have not been trained in a systematic OHS approach and it not part of their specific role requirement, and unfortunately this is translating into a police culture,*

*... management level training does not appear to cover the requirement for or management of cultural change*

## ***Legislation***

The general theme here was that staff felt they were very badly informed of legislative responsibilities & changes, and at senior management level there seemed to be the assumption that it was only the OHS person's responsibility to keep up-to-date with the changes, rather all having a responsibility to keep informed.

*... have an onsite health and safety officer. She is endeavouring to keep up to speed with all of the legislative changes.*

On the positive side there was acknowledgement of legislative information flows from mail outs to/from legal consultants, VISY industries, Workcover and training providers.

There was in general poor level of feedback with respect to knowledge and implications of legislative changes. There was an awareness of more responsibility on employers and individual consequences at various levels of management.

*I know there's changes. I don't know the details. That was one of my issues.*

There was some indication that some of the legislative changes/requirements are talked through at the OHS committee level, where senior management are also in attendance. However this does not seem to have translated into a knowledgeable understanding of OHS legislation.

The requirement of consultation was an issue that the majority of people felt the Pulp and Paper division already performed quite well.

*We basically already invite that and push that consultative process through our safety committee...*

## ***Recycling***

### ***Existing system: Control of work environment***

There was general acknowledgement that management had a lot of control of their plant environments, which is a significant issue of importance when organisational change is required.

*I've got absolutely control. It's my business. Again it's a matter of prioritising it, but I do have control.*

People also noted the pressures of responsibility associated with this control.

*I'd say probably all of it because when something goes wrong it's always why didn't the manager do this, why didn't the manager do that, so it's our responsibility to make sure nothing does happen and everything follows as far as procedures goes.*

### ***Existing system: Injury procedure***

In general there was an excellent understanding of the protocols involved in dealing with and reporting both minor (i.e. first aid or near miss) and major incidents (LTI).

*An injury in the workplace, the injured party is - - reports to a first aider. The first aider will treat the injured party and then complete an incident report. The incident report is then forwarded to me. If it's only a first aid injury it's forwarded on and we look at what we can do from that point of view. There's not a lot that's done through first aiders or with near misses. For a medically treated injury we sent that person off to the doctor, and they get looked at and also go off with an injury pack to ensure the doctor knows we have a rehab and return to work program. The injured party returns back and complete our paperwork. We have a look and if there is a serious injury ensure the offending piece of plant is rectified prior to that being used and then manage that injury claim.*

*External to the organisation for both Workcover and divisional workplace health and safety. For Workcover it's any medical treated injury must be reported to them. If it's a work related injury for divisional workplace health and safety, they need to be notified if it's a serious injury, that is if any injury that requires four or more days off work.*

### ***Existing system: Positive elements***

Comments associated with the current OHS system.

- very good risk management systems and the moves to make them national,
- safety issues are regularly raised through monthly OHS meetings and actions are followed through to completion,
- there was note made that bureaucratic meetings are not necessary to deal with urgent/high risk issues/incidents – they get done that day or the next day,
- OHS risk assessments have targeted death traps and stimulate enormous changes over the last six and-a-half months e.g. safety barriers, line markings ...
- injury packs are a good way to deal with an incident or an injury. It gives guidelines and instructions of step one right through to the final step, treating, notification, claim forms, Workcover forms and is designed for anyone to follow.

### ***Existing system: Negative elements***

Comments associated with the current OHS system.

- still implementation hurdles in place due different State OHS legislations,
- there is a strong culture of action but perhaps not so serious about the OHS principals, of proactivity.
- people are still being pulled up for not wearing PPE, so commitment is very low,
- site manager training should be in-depth about what their roles and responsibilities,
- managers need to walk the talk rather than just shift all actions to the plant manager level,
- OHS systems are too complicated for the shop floor and need to be broken up into digestible pieces,
- managerial perspective - OHS actions still need to be followed through to completion else they may not get implemented,
- managerial perspective - day-to-day operations must improve to include OHS training and OHS of work environment, which is hard to implement and reinforce, but the only way to stay out of court.

### ***Existing system: Risk***

The most common risks identified were:

- People

*generally employee understanding of the physical risks ... they listen to you and nod their head but they walk out there and still do silly things.*

- risk to human traffic from heavy equipment, forklifts, loaders, trailers,
- low grade risks such as syringes (needle stick injuries) & chemicals (limited control measures),
- slips, trips, falls, cuts, abrasions – namely from waste in the sorting lot,
- manual handling - strains and sprains - handling heavy packs and laborious jobs,
- fire - lot of paper.

### ***Moving forward: Changes in roles and responsibilities***

Most respondents noted here that a consistent OHS system would change their roles only at the margin, but with the added benefit of reinforcing roles and clearly defining the roles of others in the chain of command/contact. The system would also provide a refocus of particular OHS responsibilities.



*It won't change my responsibilities because I'm still responsible anyway but it would actually make things easier. We would know what to do.*

A number of employees highlighted the added work associated with change.

*Every time there is a change it creates more work for one person and sometimes when that happens, the implementation doesn't go as well. All we do is whinge and bitch saying there's too much to do but it doesn't get done and it's not the answer.*

In terms of change roles and responsibilities on person noted that such a change was only one aspect of what would be a long term commitment to change.

*I don't think it would because I think our role is still to be on the lookout for safety issues and again it's about everybody doing that. Strategy of -- we've been through a lot of zero LTIs, project zero, there's a lot of projects that have focused on that at one point or another and it's changing the culture, it's not a quick fix, it's just changing the culture, a slow process.*

### ***Moving forward: Ways to improve***

People were asked the question: "If you could improve two or three things about occupational safety in your workplace what would they be?"

From an operational and procedural point of view there were several suggestions for improvements, namely:

- corporate needs to decide whether they will apply a segmented OHS strategy based on state by state legislation or apply one supra-OHS strategy based on best OHS practice,
- more thought is required with respect to location and access to documents on the intranet, particularly taking into account people who have little time and training for an "online" environment,
- where the documented & trained OHS practice isn't followed their need to be serious, known and immediate discipline - three warnings maybe too many,
- sustained senior management commitment for a culture shift to safety responsibilities that start with each employee but must extend responsibilities for fellow employees and anybody that comes on site,
- need understanding that all are in the OHS responsibility chain from top to bottom, i.e. making sure people are trained to understand what is required of them,
- continuous improvement in systems e.g. streamlined risk assessments,
- changes in procedures or work process could be done by a project team that come in to assist with the mechanics of documentation and training to take the resource load off local staff.

The most common physical OHS improvement noted was the requirement for more physical space at one particular location with a high rate of heavy vehicle traffic e.g. B-Double. While there is perceived risk to humans there is possibly also risks to logistic productivity. Other physical OHS improvements that were suggested included:

- reduce risk of mobile trucks to humans - isolate people from mobile equipment,
- upgrading the lighting to a better level,
- air born dust reduction,
- manual handling and ergonomics,
- machine guarding,
- noise reduction.

### ***Moving forward: Making changes***

A number of methods for implementing change were highlighted. For example communication was discussed often because it provokes awareness, which stimulates behavioural change. People felt that such awareness translates to letting people know what we're trying to achieve, how we're going to achieve it and what they need to do to make it a reality.

People also highlighted the need for OHS focused communication and discussion at every opportunity e.g. management meetings, production meetings, tool box meetings, briefing meetings and training sessions. As part of this consultation the need for involvement of OHS professionals in all process steps was raised in the context of promoting managerial involvement, reviewing current risk assessments, attending as many meetings as possible.

### ***Moving forward: Performance impact of a new strategy***

The issues followed here were the linkage between strategy and improvement to OHS performance e.g. 'Do you think this lack of strategy has impacted on health and safety performance at Visy?'

The general respondent's feedback was that historically there had been an impact on performance due to Visy's poor OHS claim's record. However there was also acknowledgement that in the most recent couple of years there had been a noticeable improvement in both OHS performance, which had impacted on plant performance.

*Yeah, I think when you look at our claims history it's not good.*

The need for strategy to improve performance was also noted.

*Definitely, yes. If we have an incident in a particular site and it's a major, we should be able to get that information, and get all relevant details from it, come out and look at our site, see if it impacts the same at our site and to be able to flow a procedure of modification or repair or whatever we have to do so that the incident doesn't happen. That would definitely have a big impact.*

There was also note made that there was still a lack of a consistent OHS implementation strategy which if implemented could further improve site performance.

*... six months ago didn't have guarding and still don't have traffic management plans.*

## ***Moving forward: Changing culture and commitment to OHS***

In general there was an understanding that there had to be a balance between production and OHS to effectively balance time and risk priorities across physical, financial and human resources. In its simplest form one respondent noted that:

*... you can't stop a plant just because you need something extra put on if it's not a serious issue or the risk ... obviously you don't stop the plant or make everything stop just for that particular issue, as much as you'd like to get it fixed....*

A limited number of respondents here agreed that taking shortcuts was not acceptable, but acknowledged that the resistant attitude was due a longstanding culture of not stopping production.

*... their heart's in the right place, their head's just not.*

One respondent eluded to the necessity for disciplinary action for the culture change to take place, and expressed significant frustration that people can be trained, people can do risk assessment, people can be told, and yet people still do the wrong thing.

*You can't prevent dumb.*

There was a general perception that slow cultural change was already taking place across the division. The change process was particularly evident in awareness programs designed to engage people in living OHS procedures.

*... try and catch people doing the right thing which means they were discussing safety ... really helped our production team to keep an eye on each other.*

People recognised that implementing change was more than just documentation.

*I think it's not just adequate to put all of these documents on to the internet or intranet and hide behind the fact that it's there.*

There was general note that sustained commitment to OHS was a continuous challenge. It was felt that commitment would be demonstrated when the attitude to OHS was one of a responsibility beyond the personal, to ensure that everyone in the work group does the right thing e.g. wearing PPE, or that on site visitors or contractors also conform.

Safety environment and quality (toolbox) meetings were seen as an essential forum to foster discussion and emphasise commitment, e.g. at one site:

*... we ask our team to come to the meeting with at least one idea, to make them aware ... you've got to come to the meeting with ideas, and push quite hard to get participation ... you want people to think about it. They know what's expected of them.*

Resources tend to be a barrier to the implementation of strategy but also the extent of employee empowerment and company improvements, e.g. availability of capital, time, staff and expertise. The most consistent resource barriers mentioned to previous OHS projects were time & money. In addition, the inconsistent approach to strategy has meant confusion about people's roles.

*... on the road of having safety coordinators and then safety coordinators became safety environment coordinators and then safety and environment coordinators became systems coordinators and now ...*

There was also comment made that in such confusion, implementation phases take longer because of the lack of additional resources to accompany expanded responsibilities and expectations. That is, senior management must come to understand the balance between how quick strategy is to be implemented, what is to be achieved and where it is to be targeted.

Additionally, there was again comment that because VISY is a lean business/production environment, there are limited resources available to dedicate to the manual & time consuming processes of OHS system operation - paper flow, record keeping, auditing, reporting and actions. That is, while there are objectives in place there has been limited strategy and system design to assess task/resourcing needs. One respondent noted that they are:

*... told about OHS objectives, then there's no follow up from corporate, there's no assistance from corporate, there's nothing. {What is needed is} ... Proper, down to earth, off the floor communication ... & strategy that people on the floor can understand {and implement}.*

## ***Training***

There was a consistent understanding that training was able to improve the culture of OHS at VISY if it was targeted in the right places. At the present it was felt this was not being achieved. That is, it's not fair and reasonable to expect people to know how to handle extra responsibilities if they're not trained/aware of them, e.g. VISY need to put more priority on training at senior management, plant managers and supervisor levels to ensure they have in-depth knowledge about the legislation, their roles and responsibilities.

*I'm the responsible officer but I don't know what that entails because I've never had any training. And I don't know everything else about the OHS legislation or practices.*

## ***Legislation***

There was a general insight as to increased OHS responsibility on companies & managers in compliance with legislation, particularly greater personal liability, but overall a very low level of specific knowledge of respective OHS legislation. There was also an acknowledgement of the low priority given to studying specific updates provided via the corporate information chain

*... they make sure everyone has a copy of them. They tell us to put them on the notice board for all the workers to read.*

Management would instead prefer to attend an information sessions included in management loadings, management meetings, or information presented at national safety council meetings “we should be attending.”

A significant problem identified by one respondent was that because OHS Acts are different from State to State the expertise required to stay abreast is near impossible to maintain, particularly at a plant/general manager level ...

*You don't have the expertise every time something changes. I know that they change constantly and the expertise just isn't around.*

With respect to the implications of legislative changes most respondents were of the opinion that there were just coping due to the consultation process in place at the shop floor level e.g. fortnightly, weekly, monthly committees and toolbox meetings that have an OHS agenda, discuss issues, and dealt with the actions.

But there was comment that keeping abreast of the legislation and its requirements was increasing workloads.

*takes up that much time it's very hard in our business for managers to keep on top of it.*

Additionally there was note that OHS training must be competency based to ensure a basic level of OHS understanding was achieved at all levels, and that this would create a challenge for the broad range of cultural backgrounds at VISY.

## ***Specialties***

### ***Existing system: Control of work environment***

The extent to which people believed they have control varied. People perceived, for the most part, that they had high levels of control. However, they did recognise that in issues associated with requesting financial support for change, the degree of control lessened.

*I have the control over any of the systems of work but when it comes to engineering changes and area requiring capital expenditure I don't have any control.*

*Providing it doesn't involve any capital equipment, I can change anything that relates to occ health and safety, but if there is an issue that requires capital investment that may be hindered through the processes involved or the implementation of it may be hindered through the process that we are required to go through to apply for capital expenditure.*

It was positive to note that people also felt they had the capacity to implement change through their role.

*I'm pretty comfortable that I possess the control to be able to implement change and improvement.*

### ***Existing system: Injury procedure***

The majority of people within the Specialties division were very aware of the procedures required in the instance of an accident or injury occurring. The majority of people were also very aware of the need to follow reporting procedures with bodies both internal and external to VISY.

*I think a major accident on site, what we'd typically have is someone would bring it to the attention of their supervisors who would then contact the relevant first aiders and the OHS person. The first aiders would decide what level of treatment is required and whether medical treatment such as ambulances or doctors would apply. They would then proceed to take the person to the doctors for example. They would contact Occcorp who is our OHS provider and they would direct us to the correct doctor. Once that was taken care of, in medical hands, we would, go back and have a look at what happened and why it happened and do an investigation into the report and depending on the severity of that incident report, might shut a plant down and do some further investigations on it, depending on the severity, and might contact Workcare and run the investigation through it's proper course and do any works required to overcome it, whether it be a PPE issue or an engineering issue or whatever.*

### ***Existing system: Positive elements***

There were a range of very positive aspects of the existing system reported back by respondents. People felt that VISY is very supportive of their position, their role and their responsibilities. People in the Specialties division felt that significant improvements already exist within the system that will contribute to long term change. It is particularly interesting to note that people in the Specialties division seemed to rank OHS above production.

*Their way of thinking is now safety comes first. It's very closely followed by environment and production is like on the bottom of the list.*

Having a dedicated OHS person was also considered a significant positive.

*The fact that everything on our site has a person dedicated specifically for either safety or environment or both*

### ***Existing system: Negative elements***

The negative elements of the current system were associated mainly with the lack of an integrated safety system. This is an issue commented on throughout Visy, however, of interest here is the fact that people felt that corporate did not understand the specific issues that were being faced on a site by site basis.

*The frustration is Visy has - - the meetings that I have attended with Visy had - - I don't know how to explain it. It's not been suitable to where we are. They should go out to more sites instead of just a few specific sites at different times and see what other areas face. I think they generalise that one accident is all over the place, but they don't take it into specific considerations with some.*

Additionally, the need for substantial capital expenditure to update facilities was also noted.

*I will give you the - - we've got a asbestos in our roof. Okay, not to rectify that issue is a \$3.5m investment and realistically this plant is over 50 years old. We're not going to get the senior executives to invest \$3.5m just to rectify that issue. So that's an example of the sort of things I'm talking about and I understand the executives are not going to spend \$3.5m or invest it in an old plant. I understand that but at the same time, the things that go through my mind is why should I legally be exposed if something does happen, why should be the one that has my life on the line if something was to happen?*

### ***Existing system: Risk***

The major risks identified were:

- Working with machinery and a lack of guarding,
- Working with machines that have been modified 'in-house',
- Old machinery,
- Manual handling,
- People and a lack of education and training,
- Forklifts,
- Strapping,
- The age of the site.

### ***Moving forward: Change in roles and responsibilities***

At the managerial level the implementation of a new OHS strategy was seen to have impacts on people's work. This impact was not necessarily seen in terms of changing position descriptions, but more in terms of changing focus and emphasis.

*Oh, well it will just mean I pay more attention to it than I previously had.*

*I guess the more focus we have on OH&S the more focus going to be on my knowledge, training, and ability to manage all OH&S issues and place more emphasis on me as a possibility.*



Again, people also recognised that such change has the capacity to have implications for workload and also highlighted the limitations people experience in the time available to them.

*Certainly and take up more of my time. I'm fairly tied up already.*

*It would increase reporting.*

People felt that such change would clarify OHS expectations.

*I think it makes it a lot clearer and easier to implement and operate.*

Other people felt their site had always had a good focus on OHS, and as such, the implementation of a new strategy would not effect them.

*I don't think it would dramatically change our approach to the issue here.*

*It certainly wouldn't change the focus on safety on this site.*

### ***Moving forward: Ways to improve***

People were asked the question: "If you could improve two or three things about occupational safety in your workplace what would they be?" The major areas of response were:

- Investment in occupational safety,
- Clear communication of policies and procedures that are documented but not articulated,
- Engaging in activities that will maintain the momentum that has generated over the past few years,
- A system for linking the sites in terms of OHS systems and issues for discussion,
- Improve housekeeping, e.g. forklifts speed limits, smoking areas,
- Procedural templates,
- Comprehensive roll-out of changes in OHS.

### ***Moving forward: Making changes***

One key factor that was noted as instrumental to change was the fact that safety is everyone's responsibility. For as long as safety is seen as being a particular person's responsibilities, significant changes will not be successful.

*Safety is about everyone. Right now, safety is viewed as the responsibility of a few key people as opposed to everyone.*

Management commitment to safety, at all levels was also seen as a significant issue. People noted that safety is an issue that must be communicated throughout the organisation.

*I think it's just making OH&S a bigger agenda item for review at management meetings, management discussions, so that's on a kind of connective level. Also on an individual level, you know, individual managers, discussing it with them. If I talk to the General Manager, I never ever talk about safety, it's always about how are your sales going and how much profit is going and how this is going and how your on-time deliveries are going and that kind of stuff.*

### ***Moving forward: Changing culture and commitment to OHS***

Organisational culture is critical to understand is changes are to be made. The issues in this section reflect both the broad organisational culture and the safety culture. While the need to management to display commitment is documented, it is also important for them to action the commitment. A culture in which managers lead by example is vital in making significant organisational improvements. As noted by one respondent managers need to “walk the talk”. One person indicated that they felt their managers were committed because of their engagement in safety activities.

*and the commitment by management [is in place], because we basically have two or three of our managers attend meetings anyway. I think that shows a commitment.*

Another critical issue highlighted was the need to share information and to have people dedicated to OHS. When there is not attention dedicated to OHS people understand that the values of the organisation are elsewhere, e.g. quality and production. Whilst safety may be an important Visy value, the culture is not supporting this value.

*These people are also looking after the environmental systems. They're looking after the quality systems. Nine times out of ten, they are spending most of the time out on the floor with production issues.*

### ***Training***

Again the need for an integrated training system was highlighted. There were a number of major issues identified in this division with regard to training. First, training seemed to be the responsibility of the individual, as opposed to be an expectation of the organisation. Second, there was a need for basic level training ranging from induction and housekeeping to risk assessment and correct machine use. Third, most managers are not aware of who has been trained and who has not been trained.

*The training has been there and available. Then it all comes to the actual individual, how much they take on board.*

*I've done external training, but I've done no OH&S training within Visy and nor have I been invited.*

*The training has been there and available. Then it all comes to the actual individual, how much they take on board.*

*The turnover is pretty high for the site. It's hard for them to know what we know or don't know. It's basically up to the managers on site to converse with them and say look I believe I need further training here or there or wherever the case*

### ***Legislation***

The extent of people's knowledge regarding the current legislation and any changes to legislation was varied. People seemed to be getting the documentation but not necessarily the message. Specifically, the information is being fed through from corporate and OHS representative, but people either don't have the time to read it or are not retaining the information.

*We were all sent out not long ago the new Act, which I've got on the laptop but it doesn't come to mind straight away.*

Some people felt that they received better information through their own investigation.

*Probably mainly through self-investigation and website and probably some information received from the union, not a lot through Visy.*

A major issue with regard to legislation is that people felt they lacked the expertise to interpret the information. They desired a clearer framework in which they were able to clearly ascertain the implications for them in their job.

## ***Visy Industrial Packaging***

### ***Existing system- Control of work environment***

VIP, for the most part, agreed that they had full control of their work (and staff) environments. People had an appreciation for what they can achieve in their role, and also, the important role of OHS as an organisational issue.

*I think I have a fair bit. I mean I'm the one that sort of writes the procedures and gets them through the OHS committee and stuff and our management is very supportive of any improvements in OHS.*

In terms of OHS, control is generally exerted via a consultation and review process and then adopted because group consensus.

*If I see an issue I would go and get health and safety - I mean, I would put in appropriate training and if it needs an outside resource I would argue the toss and I know I'd win it. At the end of the day, most people run scared on safety.*

### ***Existing system: Injury procedure***

In general there was a good understanding of the protocols required in the event of an occupational injury.

- notified of supervisor or OHS person,
- notification of OHS representative and union officials,
- injury procedures pack for contacts – Occ.corp, Workcover, and other internal reports,
- injuries that can/can't be treated on site,
- medical treatment processes,
- isolation of the piece of machinery and cessation of production if necessary,
- incident reporting → preventative action.

### ***Existing system: Positive elements***

There were a range of positives within this division that were also reflected in other divisions, for example the ability to make change and the frequent use of consultation through OHS committees. One important aspect to note in this division however was the extent to which people were proactively making changes within their workplace.

*We actually ran through a whole audit program ... so we are following that system and at this point in time we have had to follow the system and had no incidents or injuries.*

*We have had various manual handling committees looking at ways of improving existing manual handling tasks.*

*I introduced a plan on site, a multi-dimensional one, it's not just in the plan itself but going to all sorts of aspects of safety including training and audits and the hazards etc and that's communicated to everyone and is reported on regularly as we update and achieve things. It's time driven and refreshed once a year and it just raises the profile we're serious about it and does make a difference. It certainly has made a difference here.*

### ***Existing system: Negative elements***

One particularly negative element of the existing system is the reliance on initiatives undertaken by previous company owners to maintain effective organisational operations. The danger in such a practice is that Visy employees do not have the capacity to adapt to change and the Visy culture has not been communicated throughout plants or divisions that have been bought out.

*There is no question the operations manager for ACI plastics was very pro safety and I would say the reason ACI has developed so far on their OH&S is because the head operations manager was driving it, so head office was driving the occ health and safety.*

*I think it would be good to have a standard procedure. I mean, we were working under a standard procedure format under ACI.*

The way in which OHs issues are discussed within Visy is also an issue of considerable concern.

*I was at a safety meeting which was run by Visy and the question that came up was that Visy paid out like forty odd million dollars in workers comp payments last year and someone said that's cheaper to write that off and the implication was it's cheaper to write it off the claims than worry about putting a safety culture in place.*

### ***Existing system: Risk***

The most common risks noted were:

- forklifts – particularly exclusion zones and loading zones,
- machine safety/guarding,
- use of new machinery
- working at heights,
- manual handling,
- strains, sprains and cuts,
- PPE,
- Occupational stress.

### ***Moving forward: Changes in roles and responsibility***

The issue of changes to role and responsibilities reflected the expectation that the new strategy would not necessarily change the nature of the position. People did feel however that strategy would have implications for the focus and emphasis of jobs and the workload associated with OHS reporting and documentation.

*I think it will put more emphasis on the site management to ensure people are properly trained and follow the procedures put in place.*

*I know that it will require more documentation, in terms of keeping more up-to-date with procedures. It will maybe focus one's attention to certain things more than others.*

Other people were more positive in stating that they felt changes resulting from the new strategy would lead to increased clarity of expectations.

*I think it would probably give us more support in our OHS roles rather than increasing our workload or anything.*

### ***Moving forward: Ways to improve***

People were asked the question: "If you could improve two or three things about occupational safety in your workplace what would they be?"

Several of the identified improvements have been mentioned elsewhere, however the notable improvements mentioned are below:

- Aim for continuous improvement across all plant activities,
- Improve the quality of the risk assessment and safety procedures that are in place,
- Improve the available safety equipment- i.e. ladders as opposed to chairs,
- Involve the OHS committee in the process of decision making regarding OHS issues,
- Integrated training,
- Inductions - actually provide check after a month as new people are starting

The frequency and effectiveness of training was a considerable issue highlighted as part of this theme.

*And I think the other one is we haven't done one for a year and a bit, is actually have OH&S - - have safety training. We actually ran two years ago ran four two-hour sessions on safety behaviour.*

### ***Moving forward: Making changes***

The most common methods mentioned of making changes were:

- Training for employees on site and ongoing training particularly in terms of providing specific demonstrations.
- Utilising the committee structure to its full capacity,

- A an increasing focus on near misses as opposed to LITs as a way of improving overall performance,
- More cooperating, feedback and consultation from the floor, from the people who will carry out rules and regulations,
- More open and frequent communication

*I guess it's about getting people involved and making them understand why they have to do it and how it's going to benefit them.*

### ***Moving forward: Performance impact of a new strategy***

The issues followed here were the linkage between strategy and improvement to OHS performance e.g. 'Do you think this lack of strategy has impacted on health and safety performance at Visy?'

People responded to this question quite clearly in term of the proposed impacts on performance. Being able to establish the links between strategy, accidents and injuries is of vital importance in getting support for the implementation of strategy.

*It would reduce the incidence of injuries or accidents*

People also recognised the implications a strategy could have for uniting a multi-site division and organisation.

*I think it's really important with so many on site. I think we all need to have a common goal and a common structure to have reached that goal and with [Indistinct] every site is being told the same thing rather than not really having any sort of guide or a focus.*

People also see the value of strategy in highlighting the importance of OHS.

*Well it will bring safety to the forefront again. At the moment safety lags behind profit and the environment. And it needs to be brought to the forefront. I mean, people talk about safety but until it is focused and brought there to the front it won't get there. That should be the strategy, to get it to the forefront. My view is a safe workforce is a happy workforce.*

### ***Moving forward: Changing culture and commitment to OHS***

The VIP comments on culture, to an extent, displayed a lack of impact of Visy on divisional or plant culture. There were a number of reflections based on what the company was like as part of ACI. These comments did however highlight that a good foundation of values exist, on which Visy has the opportunity to make its mark.

*Very little and I really mean - - I mean, we were very lucky with the ACI. You know, they really honed in on the safety leadership. It's all right to talk about legislative changes and so on and that's important and we do understand that but it's all to do with safety or changing the culture, it's all about leadership.*

People recognised that whilst a strategy is an important component for organisational change, a focus on culture was also of considerable importance.

*It starts with a culture that sees OHS as being important and that's you know, of course driven by the top down but cultures aren't created overnight. Just by putting in a strategy which is global for the business which I don't believe necessarily changes culture.*

The balance between production systems and OHS systems was also noted as being a cultural mindset, and barrier to implementing change.

*It's just that they seem to be so focused on running production and getting production out the door and doesn't really seem to be any time or resources allocated to making sure the procedures are safe before we start running them.*

*... not be cynical but to make this work a few more dollars would need to be committed and it needs to be ongoing.*

Obtaining the commitment of people at all levels of the organisation, both general employees and managers was noted to be critical in making change successful.

*I think it is walking the walk, not just sort of sitting in ivory towers showing people what to do. I guess it's about getting people involved and making them understand why they have to do it and how it's going to benefit them.*

*The biggest barrier is people taking up an appreciation of why we're doing it and what the benefit more importantly is to doing it.*



## ***Training***

*I haven't actually seen in the nine months - - I'm aware of programs going on but I haven't seen a formal initiation to standardise it across all sites.*

A lack of integration in terms of training has implications for not only the training being undertaken, but the choice given to people in terms of participation. If people are not aware training is occurring, they can not be expected to participate in it.

*With training it's ad hoc.*

*Well I haven't been through any OHS training with Visy that I haven't implemented myself.*

## ***Legislation***

People seemed generally aware of the legislation, but, for people who don't interact with such documentation regularly it is very complex to understand. If it is not understood, it cannot be effectively carried out.

*It's a little bit complicated and probably need to sit down more with our OHS person and try and understand exactly the ramifications, the legality side more.*

People are, however, aware of a variety of changes including the increased levels of responsibility and accountability, industrial manslaughter, training requirements and the expectation for consultation. People are obtaining this information through their OHS manager, corporate emails and through experts that have been asked to present information.

Our division has had a legal representative speak to us regarding the summary of the changes. My site paid for myself to attend an external seminar with the Australian Industry Group to find out the changes, but internally once you get emails which is like flyers on different industry groups we are associated with, summary of changes.

## ***Executive***

### ***Existing system: Control work environment***

There was an acknowledgement that each of the senior managers had significant control of their own work groups, but little control or influence in terms of Visy's overall (OHS) strategy or direction.

### ***Injury Procedure***

There was in general poor and incomplete knowledge of the injury procedures undertaken at the plant level. Whilst this is a reflection of position, a general level of awareness is expected.

*... if a lost time injury, supervisors notify senior line manager who immediately notifies the general manager, and this is followed up with a safety letter about the nature of the injury and the investigation,*

*... if a lost time injury, there is immediate reporting to Occ.corp on a 1300 number to report the incident, get their advice in terms of immediate medical support and assistance, then maybe an investigation.*

### ***Existing system: Positive elements***

The comments made by the executive group with regard to the current elements of the system were quite general, however, there was an acknowledgement that a crucial step in the process was getting the input of key stakeholders including managers, OHS professionals and employees.

The executive groups recognised the implications of making such a significant change and in particular, highlighted the role of long term commitment to the process. The fact that Visy is such a fast growing company was also acknowledged as being, at time, problematic, however significant steps forwarded were being made.

### ***Existing system: Negative elements***

It was acknowledged that the business has not strategically (and thus culturally) supported, promoted or explicitly managed OHS across divisions other than via lost time injuries (low level proactivity). This in turn has allowed divisions to do their own thing with respect to OHS.

The cultural focus on performance/productivity has fostered operators not following operating procedures and taking risks to achieve targets e.g. climbing over the top of life guards and beams. The inclusion of an OHS dimension to culture has thus not been linked to attitudinal and behavioural change across both management and staff.

### ***Existing system: Risk***

The most common OHS risks noted were:

- adherence to operating procedures,
- forklift and truck activities – interaction with pedestrians + driver training,
- lock out and access procedures to machinery,
- trips, slips and falls – e.g. power/computer cords,
- manual handling - bending and lifting around photocopiers and paper and boxes,

- guarding machine.

### ***Moving forward: Changes in roles and responsibilities***

There was an acknowledgement that at the executive level OHS policy/objectives were being considered, and once the OHS strategy was rolled out with measurable performance indicators, people will be held accountable for OHS through personal KPIs and as a result give it a higher profile in their business units. This would of course be coupled with increased communications, resources and an expectation of productivity increases.

The general consensus here was there would be No change in role it but perhaps a refocus on OHS requirements (at least those in place at the moment).

The comments indicated an understanding of the legislative requirements but little in terms of demonstrable application.

### ***Moving forward: Ways to improve***

People were asked the question: “If you could improve two or three things about occupational safety in your workplace what would they be?”

The most common OHS improvements noted were:

- need for uniformity,
- consistent reporting procedures,
- job safety analysis,
- incidents - transparency and investigation,
- chemicals – investigation of substitute,
- KPIs,
- housekeeping system.

### ***Moving forward: Making changes***

It was noted that there three sides of the OHS strategy, which had to be considered in an effort to make changes, namely;

- ethically- injuring people has impacts across both the business & society,
- legally- legislation now places requirements on all senior officers, and
- financially - poor safety is a reflection of poor resource management by all senior officers and as a result a cost competitiveness issue for the business.

At a grass roots level several key initiatives were noted as being capable of driving OHS change e.g.:

- set standards of OHS performance - set control limits,
- include OHS KPI measures for the business,
- audit OHS related accountabilities,
- link business OHS KPIs to staff performance appraisals (personal OHS KPIs),
- giving OHS issues a high priority at management meeting before operational and financial issues
- establishing National OHS Champions (as distinct from OHS managers) was a methodology noted for driving cultural change
- improve housekeeping,
- improved OHS reporting,
- focused risk analysis
- purposeful communication of issues.

### ***Moving forward: Performance impact of a new strategy***

The issues followed here were the linkage between strategy and improvement to OHS performance e.g. ‘Do you think this lack of strategy has impacted on health and safety performance at Visy?’ Several respondents noted that a lack of a consistent OHS policy, strategy & reporting procedures, allows each division to do their own thing and has impacted on OHS performance at Visy because of this silo effect. It also implies the company is thus less effective and spending more as a result of the reactivity.

However there was some general acknowledgement that even the small OHS steps to date had produced positive impacts.

### ***Moving forward: Changing culture and commitment to OHS***

Opportunity to raise issues associated with the culture at Visy, including safety but also more generally the style of production and management.

The fundamental issue raised here was the culture of production productivity and financial return, and that this was not attuned to coexisting with the OHS of people. The acknowledgement was that the culture had produced fixed attitudinal behaviours within both owners, management and staff that did not include space & time for OHS.

There was general acknowledgement that culturally production had precedence over protection of people (and machines e.g. guarding). This was emphasised by respondent noting that:

*... we’ve got problems here where people - our operatives actually climb over the top of life guards, beams, in order to do something and so the machine will keep going ...*

In general, the theme here was that there was low level of commitment to OHS strategy by senior management, and in spite of perceived high commitment by middle management. This would seem to be a limitation of the current OHS system rather any new initiative.

In terms of the changes to the existing culture it was noted that management meetings now started with a discussion on safety before discussion of the financial results and there was belief that an OHS strategy would a more consistent approach to objectives and thus financial benefits. Additionally, it was noted that OHS strategy would provide clarity about objectives and give people an understanding of how important OHS is relative to other accountable tasks.

It was acknowledged that OHS could facilitate more consistent strategic alignment and enable sharing best practices and ideas and as a result targeted use of resources. Along this theme it was noted that there maybe an opportunity to align the HR function more closely with OHS strategy.

One of the major issues associated with strategic action are the barriers to stakeholder commitment and buy-in.

The overwhelming barrier noted was that of culture, focused predominantly on production and money. The insightful additional comment was that for this culture to be shifted to include an OHS culture there must be commitment & education from everyone, starting with the family, and the owners.

The second most common comment was the slow rate of adoption & leadership taken by the senior management of the organisation, i.e. attitudinal change & behavioural change.

Thirdly it was noted that significant education would have to be undertaken to help people understand positional roles would be expanded to include proactive safety roles & objectives i.e. better time/task management.

Lastly it was felt that the company as a whole still doesn't have a uniform policy on OHS strategy (lack of leadership) allowing it be put together by people who are not in a position to influence the implementation (ineffectual attitudinal change), and as a result each division was doing their own thing with respect to OHS (wasted resources).

## ***Legislation***

In general there was an acknowledged awareness of changes to OHS legislation (e.g. corporate manslaughter) via email, briefings and external agencies, but little in terms of the specifics.

*I'm not {aware} and I've had no training in OH&S by VISY.*

There was also a worrying undertone consistent with the above comment and a perception that little applies to working in an office environment.

In general the most common feedback was that there was now a greater onus on VISY for consultation with employees and unions to make the work environment safe. That is, there was an acknowledgement of an obligation to invite employees on to OHS committees and indirectly to provide proactive management engagement with respect to a safe work environment e.g. via at least monthly safety meetings, risk assessments rather than just injury rates, and a national safety conference.

Worryingly several respondents believed that there would be little direct impact to their work roles because the legislative requirements were already built into what was normally being done. Similarly there was an acknowledgement that there maybe complacency amongst office managers with respect to OHS i.e. relevancy to an office environment must also be considered.

## **APPENDIX 6.1**

### **STOP AND THINK**

# THE MOST IMPORTANT REASON FOR WORKPLACE SAFETY IS ...



## ... so **STOP & THINK** for 30 seconds!

- Can I do this job safely on my own?
- Can I slip/trip or fall?
- Are there any chemicals involved?
- Is there any stored energy?
- Can I harm the environment?
- Can I get entangled/crushed or struck by plant/equipment?
- Can I fall from height or cause something to fall?
- Do I need a permit?
- Has all energy been isolated and/or locked off?
- Are there any heavy objects?
- Do I have the right tools and equipment?
- Am I wearing the right PPE?
- Do I know what to do if something goes wrong?
- Am I qualified to do the work?



Please contact your OH&S Rep or site safety co-ordinator if you have any concerns

## **APPENDIX 6.2**

### **JOB SAFETY AND ENVIRONMENT ANALYSIS (JSEA)**



## JOB SAFETY & ENVIRONMENTAL ANALYSIS WORKSHEET

**Site Name:**

<b>Workplace / Area:</b>				<b>THIS JSEA COVERS:</b>								<b>JSEA No:</b>			
JSEA Team (Attach separate sheet if required)												REVIEWED BY		DATE:	
												REVIEWED BY:		DATE:	

**Type of Permit/Licence Required: (please indicate by ticking yes / no box)**

	YES	NO		YES	NO		YES	NO		YES	NO		YES	NO
None			Penetration			Scaffolding / Scaffold			Gas Test Required			Solid/Liquid Waste		
Hot Work			Excavation			Isolation			Explosives			Lift Study		
Cold Work			Confined Space			Electrical Isolation			Air/Water Emissions			Personnel Cage		
Engineering			Roof			High Voltage			High Pressure Water					

**PPE Requirements: (please indicate by ticking yes / no box)**

**COS / SMP Requirements:**

	YES	NO		YES	NO		YES	NO		YES	NO		YES	NO
Chemical Goggles			Dust Masks			Barricading/Signs			Height Safety			Emergency Plans		
Face shield			Safety Harness			Fire Blankets/ Spark Containment			Electrical Safety			Plant & Equipment Condition		
Respirator			Gloves			Extinguishers			Material Safety Data Sheets			Specific Training / Induction		

**Details of Extra PPE Requirements:** The above are inclusions to the standard site PPE requirements.

Ensure prior to the commencement of operations this area is reviewed by all personnel for any inclusions to the required PPE for the job.

**Other COS / SMP Requirements:**

<b>Potential Environmental Hazards</b> (please indicate by ticking box) This item requires continual review to include the specific area or activities requirements						<b>Hazardous Materials / Substances</b> (List any hazardous materials / substances to be used or that may affect operations)				<b>Fire/Emergency Equipment Requirements</b> (consider fire extinguishers, rescue gear, etc)			
	YES	NO		YES	NO								
Air Pollution (dust, fumes)			Spills to ground			N/A				Yes			
Noise (plant & equipment)			Soil Erosion;										

Spills to drains / waterways			Hazard to Flora or Fauna				
Likelihood of any complaints or community concerns?			Need for special approvals/permits				

**precautions to be taken:**

## ***JOB SAFETY & ENVIRONMENTAL ANALYSIS WORKSHEET***

**JSEA No.:**

	1	2	3	4	5
A	H	H	E	E	E
B	M	H	H	E	E
C	L	M	H	H	E
D	L	L	M	H	H
E	L	L	L	M	H

**E = Extreme   H= High   M = Medium   L = Low**

### **Likelihood**

A – almost certain, common or repeating occurrence  
 B – likely, known to occur or “It has happened”  
 C – possible, could occur, “I’ve heard of it happening”  
 D – unlikely, not likely to occur  
 E – rare, practically impossible

### **Consequences**

#### ***Safety***

1 – incident report only  
 2 – first aid treatment  
 3 – medical treatment  
 4 – lost time injury or illness  
 5 – fatality or permanent disability

### **6 Environment**

1 – insignificant, no environmental impact, no complaints  
 2 – minor breach of procedures; on-site release immediately contained; low risk of fines; notices or adverse publicity  
 3 – noticeable impact; breach of procedures; on/off site release contained with outside assistance  
 4 – major; potential breach of permit or legislation; off site release with detrimental effects; possible complaints, fines  
 5 – extreme; definite risk of fines, media, complaints; toxic release off site with detrimental effect

<b>STEP NO.</b>	<b>JOB STEP</b> List the steps required to perform the task in the sequence they are carried out.	<b>POTENTIAL HAZARD</b> Against each step list the potential / risk hazards that could cause injury / damage when the task step is performed.	<b>Likelihood</b>	<b>Consequence</b>	<b>Risk Rank</b> E H M L	<b>REQUIRED HAZARD CONTROL</b> For each hazard identified list the control measures required to eliminate or minimise the risk of injury.	<b>RESPONSIBILITY</b> Nominate the person who will be required to action the control measures.
1.							
2.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							

Further pages may be added if required.

## **APPENDIX 6.3**

### **PLANT/PROCESS RISK ASSESSMENT**

Risk Assessment No.		<b><i>PLANT/PROCESS RISK ASSESSMENT</i></b>					
List the tasks to be performed in the this process	Is there an up to date Work Instruction? If so please identify Work Instruction No.	Have people been trained on the Work Instruction?	Have people been assessed against the Work Instruction?	List the PPE to be used for the task – is it readily accessible?	ACTION PROPOSED		
Has a workplace audit been done for the area? (please attach last audit)							
List other information attached to this report (Environmental and/or safety licenses and permits)							
Date Risk Assessment Conducted:	Site:	Process:	Assessment Leader:	Team Member:	Team Member:	Team Member:	
	HAZARD TYPE	Hazard Y/N	HAZARD IDENTIFIED	Inherent (Scores) (E, H, M, L)	CONTROLS	Residual (Scores) (E, H, M, L)	PROPOSED ACTION

A	<p>Entanglement</p> <p>Can anyone's, hair, clothing, gloves, necktie, jewellery, cleaning brushes, rags or other materials become entangled with moving parts of the plant, or materials in motion?</p>						
B	<p>Crushing</p> <p>Can a person be crushed due to:</p> <ul style="list-style-type: none"> <li>◆ material falling from the plant?</li> <li>◆ uncontrolled or unexpected movement of the plant or its load?</li> <li>◆ lack of capacity for the plant to be slowed, stopped or immobilised?</li> <li>◆ the plant tipping or rolling over?</li> <li>◆ parts of the plant collapsing?</li> <li>◆ coming into contact with moving parts of the plant during testing, inspection, operation, maintenance, cleaning or repair?</li> <li>◆ being thrown off or under the plant?</li> <li>◆ being trapped beneath the plant and materials or fixed structures?</li> </ul>						

C	<p>Cutting Or Stabbing</p> <p>Can anyone be cut, stabbed or punctured due to:</p> <ul style="list-style-type: none"> <li>◆ coming into contact with sharp or flying objects?</li> <li>◆ coming into contact with moving parts of the plant during testing, inspection, operation, maintenance, cleaning or repair of the plant?</li> <li>◆ the plant, parts of the plant or work pieces disintegrating?</li> <li>◆ work pieces being ejected?</li> <li>◆ the mobility of the plant?</li> <li>◆ uncontrolled or unexpected movement of the plant?</li> </ul>					
D	<p>Shearing</p> <p>Can anyone's body parts be sheared between any two parts of the plant, or between a part of the plant and a work piece or structure?</p>					
E	<p>Friction</p> <p>Can anyone be burnt due to contact with moving parts or surfaces of the plant, or material handled by the plant?</p>					
F	<p>Striking</p> <p>Can anyone be struck by moving objects due to:</p> <ul style="list-style-type: none"> <li>◆ uncontrolled or unexpected movement of the plant?</li> <li>◆ the plant, parts of the plant or work pieces disintegrating?</li> <li>◆ work pieces being ejected?</li> <li>◆ mobility of the plant?</li> </ul>					

G	<p>High Pressure Fluid or Air</p> <p>Can anyone come into contact with fluids under high pressure, due to plant failure or misuse of the plant?</p>						
H	<p>Electrical</p> <p>Can anyone be injured by electrical shock or burn due to:</p> <ul style="list-style-type: none"> <li>◆ the plant contacting live electrical conductors?</li> <li>◆ the plant working in close proximity to electrical conductors?</li> <li>◆ overload of electrical circuits?</li> <li>◆ damaged or poorly maintained electrical leads and cables?</li> <li>◆ damaged electrical switches?</li> <li>◆ water near electrical equipment?</li> <li>◆ lack of isolation procedures?</li> </ul>						
I	<p>Explosion</p> <p>Can anyone be injured by explosion of gasses, vapours, liquids, dusts or other substances, triggered by the operation of the plant or by material handled by the plant?</p>						
J	<p>Noise</p> <p>Can anyone suffer ill health or hearing loss due to exposure to high noise levels (for more information on hazards associated with noise, refer to the Noise Code of Practice)?</p>						



K	<p>Slipping, Tripping and Falling</p> <p>Can anyone using the plant, or in the vicinity of the plant, slip, trip or fall due to:</p> <ul style="list-style-type: none"> <li>◆ uneven or slippery work surfaces?</li> <li>◆ poor housekeeping, eg. swarf in the vicinity of the plant, spillage not cleaned up?</li> <li>◆ obstacles being placed in the vicinity of the plant?</li> <li>◆ lack of a proper work platform?</li> <li>◆ lack of proper stairs or ladders?</li> <li>◆ lack of guardrails or suitable edge protection?</li> <li>◆ unprotected holes, penetrations or gaps?</li> <li>◆ poor floor or walking surfaces, such as the lack of a slip resistant surface?</li> <li>◆ steep walking surfaces?</li> <li>◆ collapse of the supporting structure?</li> </ul>						
L	<p>Suffocation</p> <p>Can anyone be suffocated due to lack of oxygen or atmospheric contamination? (Refer to the Confined Spaces Regulations)</p>						
M	<p>High Temperature or Fire</p> <p>Can anyone come into contact with objects at high temperature?</p> <p>Are there chemicals/ substances in the immediate area, which are highly flammable or fire sustaining?</p>						

N	<p>Temperature (thermal comfort)</p> <p>Can anyone suffer ill health due to extremes of change weather or radiant heat?</p>						
O	<p>Chemical storage</p> <p>Are chemicals stored in such a manner that they can not be spilt during normal operation?</p> <p>Are chemicals appropriately banded or stored?</p> <p>Are containers labelled?</p> <p>Are there opportunities for liquids to reach the storm water?</p> <p><b>(Any chemicals require a separate risk assessment in accordance with the Hazardous Substances and Dangerous Goods regulations)</b></p>						
PE	<p>Energy/ Water consumption</p> <p>What types of energy are used in this process/ task? I.e compressed air, gas, electricity, diesel, LPG.</p> <p>Are there opportunities to reduce the amount of water/ energy used?</p>						
QE	<p>Waste generation</p> <p>What type of waste is produced in the process?</p> <p>Are wastes produced hazardous?</p> <p>Does this waste need special disposal?</p> <p>Are there opportunities to reduce waste in this task/ area?</p>						

P	<p>Fumes</p> <p>Can anyone suffer ill health or injury due to exposure to:</p> <ul style="list-style-type: none"> <li>◆ toxic gasses or vapours?</li> <li>◆ fumes?</li> <li>◆ Possible spilt chemical inhalation?</li> </ul> <p>(Refer to the Hazardous Substances Regulations)</p>					
Q	<p>Ergonomics</p> <p>Can anyone be injured due to:</p> <ul style="list-style-type: none"> <li>◆ poorly designed seating?</li> <li>◆ constrained body posture or the need for excessive effort?</li> <li>◆ design deficiency causing mental or psychological stress?</li> <li>◆ inadequate or poorly placed lighting?</li> <li>◆ lack of consideration given to human error or human behaviour?</li> <li>◆ mismatch of the plant with human traits and natural limitations?</li> </ul>					

R	<p>Manual handling</p> <p>Can anyone be injured due to:</p> <ul style="list-style-type: none"> <li>◆ Posture and Layout <ul style="list-style-type: none"> <li>- stooping where hands pass below mid thigh</li> <li>- reaching above shoulder height</li> <li>- reaching forward more than 30cm from body</li> <li>- significant sideways twisting</li> <li>- unbalanced or uneven lifting or carrying</li> <li>- is an awkward grip involved</li> </ul> </li> <li>◆ Task and Object <ul style="list-style-type: none"> <li>- is handling performed for more than one hour at a time</li> <li>- is handling performed more than once every five minutes</li> <li>- are forces applied to move the object other than lifting</li> <li>- is there a long vertical distance of travel (more than 25cm)</li> <li>- is the weight of the object more than 16-20kg</li> <li>- does the object have sharp edges</li> <li>- does it have unstable/unbalanced contents</li> <li>- Are slippery materials/objects handled</li> <li>- is the object bulky or awkward</li> </ul> </li> </ul> <p><b>(Any manual handling hazards identified need a separate risk assessment in accordance with the Manual Handling Regulations)</b></p>						
---	--	--	--	--	--	--	--

S	Other Can anyone be injured or suffer ill health from exposure to: ◆ dust ◆ vibration? ◆ radiation? ◆ other factors not mentioned?						
---	---	--	--	--	--	--	--

### Scoring Guidelines

For each hazard identified assess the hazard risk as detailed below and record the outcome in “Risk Score” column.

Select **one** category from each of the columns listed below that best represent the outcome if the potential hazard was actually realised. Consider the outcome in terms of “**maximum credible**” not “absolute worst case”.

#### *Note:*

*If there is a legal requirement, risk ranking is irrelevant as the action is mandatory.*

*Items that are broken or need an immediate fix should be raised directly with maintenance and not be risk assessed, just documented.*

## CONSEQUENCE

(Most likely outcome from the hazard identified)

	SAFETY HAZARDS	ENVIRONMENTAL HAZARDS	PROPERTY LOSS & SECURITY
100	<ul style="list-style-type: none"> <li>Fatality</li> <li>Consequences could threaten survival of organisation.</li> </ul>	<ul style="list-style-type: none"> <li>Definite risk of fines, prosecution director liability</li> <li>Remediation required more than 5 years to recover</li> <li>Toxic release off site detrimental effect</li> </ul>	<ul style="list-style-type: none"> <li>Extensive material damage and/or business interruption.</li> <li>Serious threat to long-term viability of the company, i.e. long term or permanent damage to reputation, major market share loss</li> <li>Catastrophic Terrorism Act</li> </ul>

<b>30</b>	<ul style="list-style-type: none"> <li>▪ Extensive injuries LTI</li> <li>▪ Consequences would indicate external involvement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Emergency response likely</li> <li>▪ Potential breach of E-regs, licence, Visy E-policy or other public commitment, substantial impact</li> <li>▪ Loss of production capability</li> <li>▪ Off site release no detrimental effects</li> <li>▪ Emergency response may be required</li> </ul>	<ul style="list-style-type: none"> <li>▪ Major material damage, business interruption and/or degradation of service.</li> <li>▪ Impact to multiple areas of the business.</li> <li>▪ Property 'A' improvement (as rated by Marsh)</li> <li>▪ Major Terrorism Act</li> </ul>
<b>10</b>	<ul style="list-style-type: none"> <li>▪ Medical treatment required</li> </ul>	<ul style="list-style-type: none"> <li>▪ Breach of E-procedures, noticeable impact</li> <li>▪ Remediation in less than 6 months</li> <li>▪ On site release contained with outside assistance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Moderate material damage, business disruption and/or degradation of production, impact to multiple areas of the business.</li> <li>▪ Property 'B' improvement (as rated by Marsh)</li> </ul>
<b>3</b>	<ul style="list-style-type: none"> <li>▪ First Aid treatment</li> <li>▪ Consequences dealt with internally</li> </ul>	<ul style="list-style-type: none"> <li>▪ Minor breach of E-procedures, minimal E-impact</li> <li>▪ Minor unnecessary resource use generation of waste</li> <li>▪ On-site release immediately contained</li> </ul>	<ul style="list-style-type: none"> <li>▪ Minor damage, business disruption, and/or degradation of service, limited to a single area of the business.</li> <li>▪ Property 'C' improvement (as rated by Marsh)</li> </ul>
<b>1</b>	<ul style="list-style-type: none"> <li>▪ No injuries.</li> <li>▪ Consequences dealt with by routine operations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No or minimal E-impact</li> <li>▪ Recover without intervention</li> </ul>	<ul style="list-style-type: none"> <li>▪ No measurable operational impact to the business.</li> </ul>

## EXPOSURE

### How often the hazardous event occurs

<b>10</b>	Continuous (Daily, Many times daily, hourly)
<b>3</b>	Frequent (Once a month)
<b>1</b>	Occasional (Once a year)
<b>0.3</b>	Unusual (Once every 10 years)
<b>0.1</b>	Rare (Greater than once every 10 years)

## PROBABILITY

### The chance of the consequence given the exposure.

<b>10</b>	Expected (1 in 2 chance)
-----------	--------------------------

3	Quite Possible (1 in 10 chance)
1	Unusual but possible (1 in 100 chance)
0.3	Remotely possible (1 in 1,000 chance)
0.1	Conceivable (1 in 10,000 chance)

***Calculate Risk Score***

Calculate the risk score and place in the “1<sup>st</sup> Risk” column using the following formula:

Risk Score = Consequences\*Exposure\*Probability

Eg.

A task has a hazard with a consequence of medically treated injury that is performed daily and is unusual but possible (i.e. There has been a medically treated injury in the last 1000 times the task was done). The risk would be:

Consequences\*Exposure\*Probability

$$10 \quad * \quad 10 \quad * \quad 0.3 \quad = \quad 30$$

The risk score would be 45, which is a low risk.

***Determine the level of risk associated with the identified hazard by classifying the hazard risk score under the following classifications and implement the relevant risk controls***

**Extreme Risk**      **over 200**  
**High Risk**      **90 - 199**  
**Medium Risk** **9 - 89**  
**Low Risk**      **Below 9**

## **APPENDIX 6.4**

### **MINIMUM SAFETY STANDARDS**



## MINIMUM SAFETY STANDARDS

<i>Standard Elements</i>	<b>Minimum Requirements</b>
<b>General Requirements</b>	<ul style="list-style-type: none"> <li>• Safety on the agenda of every operational meeting</li> </ul>
<b>1. Policy</b>	<ul style="list-style-type: none"> <li>• OH&amp;S policy displayed and communicated</li> </ul>
<b>2. Aspects/Hazard Identification</b>	<ul style="list-style-type: none"> <li>• Risk Assessment process.</li> <li>• Register of Risk Assessments</li> </ul>
<b>3. Aspect/Hazard Control</b>	<ul style="list-style-type: none"> <li>• Plant and Equipment evaluated and control plans established.</li> <li>• Periodic review of High, Medium and Low risks</li> </ul>
<b>4. Legal and other requirements</b>	<ul style="list-style-type: none"> <li>• Register of injuries kept</li> <li>• Register of all plant license requirements.</li> </ul>
<b>5. Objectives and Targets</b>	<ul style="list-style-type: none"> <li>• Safety Management Plan</li> <li>• Traffic Management Plan</li> </ul>
<b>6. Resources, Roles, Responsibilities and Authorities</b>	<ul style="list-style-type: none"> <li>• Executive Manager</li> <li>• Plant Manager, Frontline Managers/Supervisors</li> <li>• Safety Professional</li> </ul>
<b>7. Competency and Training</b>	<ul style="list-style-type: none"> <li>• Company wide, site and area inductions.</li> <li>• All employees re-inducted every 3 years</li> <li>• Display and training on PPE</li> </ul>
<b>8. Documentation</b>	<ul style="list-style-type: none"> <li>• A list of identified safety documents</li> </ul>
<b>9. Control of Records</b>	<ul style="list-style-type: none"> <li>• MSDS's kept for all chemicals</li> <li>• Records kept of licences and permits.</li> <li>• Safety communication/posters</li> </ul>
<b>10. Control of Documents</b>	<ul style="list-style-type: none"> <li>• A process for identifying and controlling critical safety documents; audits and inspections.</li> </ul>
<b>11. Communication, Involvement and Motivation</b>	<ul style="list-style-type: none"> <li>• Safety communication/posters.</li> <li>• Quarterly safety meetings</li> <li>• Risk control plans communicated.</li> <li>• Safety notice board in place</li> </ul>
<b>12. Health and Hygiene</b>	<ul style="list-style-type: none"> <li>• Hygiene and monitoring program</li> <li>• Site maintained in a clean presentable manner.</li> </ul>
<b>13. Change Management</b>	<ul style="list-style-type: none"> <li>• Risk assessment for all new plant and equipment.</li> <li>• Safety management plans for significant projects.</li> </ul>
<b>14. Contractor Management</b>	<ul style="list-style-type: none"> <li>• Permits in place for all legal requirements.</li> <li>• Induction to site and job.</li> <li>• JSEA's/SOP's for all tasks/activities of medium/high risk</li> </ul>
<b>15. Monitoring and Measurement</b>	<ul style="list-style-type: none"> <li>• Maintenance program for safety items</li> <li>• Safety Scorecard established.</li> <li>• LTIR, MTIR, Severity.</li> </ul>
<b>16. Emergency Response</b>	<ul style="list-style-type: none"> <li>• Evacuation plans displayed</li> <li>• Evacuation schedule</li> <li>• Minutes of evacuations</li> </ul>
<b>17. Evaluation of Compliance</b>	<ul style="list-style-type: none"> <li>• Legal compliance audit on a periodic basis</li> <li>• List of all registered plant</li> <li>• Permits in place for specific legislation and high risk activities</li> </ul>
<b>18. Incident Investigation, Corrective and Preventive Action</b>	<ul style="list-style-type: none"> <li>• All medical and lost time injuries have an incident investigation.</li> </ul>
<b>19. Rehabilitation and Return to Work</b>	<ul style="list-style-type: none"> <li>• RTW plans developed</li> <li>• Monthly review of existing open claims</li> </ul>
<b>20. Internal Audit</b>	<ul style="list-style-type: none"> <li>• Workplace/Hazard audits</li> <li>• Internal Safety System audits</li> </ul>
<b>21. Management Review</b>	<ul style="list-style-type: none"> <li>• All Plant/Operations Managers involved in safety activities.</li> <li>• Management involvement in site safety audits</li> </ul>

## **APPENDIX 6.5**

### **SAFETY TOOLKIT**

Standard	Visy Minimum Safety Standard	Documents
1. General Requirements	<ul style="list-style-type: none"> <li>Safety on the agenda of every operational meeting.</li> </ul>	Agenda Form
2. Policy	<ul style="list-style-type: none"> <li>OH&amp;S policy displayed and communicated</li> </ul>	OHS Corporate Policy OHS Visy Board Policy
3. Aspects/Hazard Identification	<ul style="list-style-type: none"> <li>Risk Assessment process.</li> <li>Register of Risk Assessments</li> <li>JSEA's and SOP's for tasks of medium and high risk</li> </ul>	Risk assessment procedure JSEA Plant/Process Risk Assessment Capital Risk Assessment Manual Handling Risk Assessment Chemical Risk Assessment Register of RA's
4. Legal and other requirements	<ul style="list-style-type: none"> <li>Register of injuries kept</li> <li>Register of all plant license requirements.</li> </ul>	Incident Investigation Procedure First Aid Procedure Incident Report Form Bportal Hazard/Near Miss Report Injury Report
5. Objectives and Targets	<ul style="list-style-type: none"> <li>Safety Scorecard established.</li> </ul>	Safety Scorecard Bportal
6. Resources, Roles, Responsibilities and Authorities	<ul style="list-style-type: none"> <li>Executive Manager</li> <li>Plant Manager, Frontline Managers/Supervisors</li> <li>Safety Professional</li> </ul>	Responsibilities Statement Responsibilities Statement Responsibilities Statement
7. Competency and Training	<ul style="list-style-type: none"> <li>Company wide, site and area inductions.</li> <li>All employees re-inducted every 3 years</li> <li>Display and training on PPE.</li> </ul>	Company wide induction Site Induction Area Induction Visitor Induction Toolbox Talk Record Toolbox Talk Register Site PPE Policy
8. Communication, Involvement and Motivation	<ul style="list-style-type: none"> <li>Safety communication/posters</li> <li>Quarterly safety meetings</li> <li>Risk Control Plans Communicated</li> <li>Safety notice board in place</li> </ul>	Safety Posters Issue resolution and consultation Safety Meeting minutes Risk Control Plans/Priority list Safety Notice Board template
9. Documentation	<ul style="list-style-type: none"> <li>A list of identified safety documents</li> </ul>	
10. Control of Documents	<ul style="list-style-type: none"> <li>A process for identifying and controlling critical safety documents; audits and inspections.</li> </ul>	Document control procedure
11. Operational/ Hazard Control	<ul style="list-style-type: none"> <li>Plant and Equipment evaluated</li> <li>Periodic review of High, Medium and Low risks</li> </ul>	Refer to element 3 and 8.
12. Health and Hygiene	<ul style="list-style-type: none"> <li>Hygiene and monitoring program</li> <li>Site Maintained in a clean and presentable manner.</li> </ul>	Hygiene monitoring plan Housekeeping/Workplace audit
13. Change Management	<ul style="list-style-type: none"> <li>Risk assessment of all new plant and equipment.</li> <li>Safety Management plans for significant projects.</li> </ul>	Example of a Safety Management Plan or Risk Control Plan

<b>14. Contractor Management</b>	<ul style="list-style-type: none"> <li>Permits in place for all legal requirements.</li> <li>Induction to site and job.</li> <li>JSEA's/SOP's for all tasks/activities of medium/high risk</li> <li>Insurances and cover in place.</li> </ul>	Permits for; Confined Spaces, Working at Heights, Hot Work, High Voltage Work Confined Spaces Procedure Confined Spaces Definition Confined Spaces Flow Chart Confined Spaces Permit Hot Work Procedure Hot Work Form Working at Heights  Contractor Induction Contractor Management Folder
<b>15. Emergency Response</b>	<ul style="list-style-type: none"> <li>Evacuation plans displayed</li> <li>Evacuation schedule</li> <li>Minutes of evacuations</li> </ul>	Evacuation Procedure and plan example Evacuation schedule Example of minutes
<b>16. Monitoring and Measurement</b>	<ul style="list-style-type: none"> <li>Maintenance program for safety items</li> <li>Safety Management Plan</li> <li>Traffic Management Plan</li> </ul>	Safety Management Plan for a site Traffic Management Plan Traffic Management Risk Assessment
<b>17. Evaluation of Compliance</b>	<ul style="list-style-type: none"> <li>Legal compliance audit on a periodic basis</li> <li>List of all registered plant</li> <li>Permits in place for specific legislation and high risk activities</li> </ul>	A legal compliance audit List of registered plant Lock Out Procedure
<b>18. Incident Investigation, Corrective and Preventive Action</b>	<ul style="list-style-type: none"> <li>MTI's and LTI's have an accident investigation.</li> </ul>	Incident investigation form
<b>19. Rehabilitation and Return to Work</b>	<ul style="list-style-type: none"> <li>Early intervention program in place</li> <li>RTW plans developed</li> </ul>	Injury Pack
<b>20. Control of Records</b>	<ul style="list-style-type: none"> <li>MSDS's kept for all chemicals</li> <li>Records kept of all licences and permits.</li> </ul>	MSDS Register
<b>21. Internal Audit</b>	<ul style="list-style-type: none"> <li>Workplace/Hazard audits</li> <li>Internal Safety System audits</li> </ul>	Workplace audit Safety system audit
<b>22. Management Review</b>	<ul style="list-style-type: none"> <li>All plant/operations managers involved in safety activities.</li> <li>Management involvement in site safety audits</li> </ul>	

## **APPENDIX 6.6**

### **TOOLBOX TALK**

# HAZARDS OF ELECTRICAL SHOCK

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*Electricity follows the easiest path to the ground. If you touch a live electrical part while you are in contact with the ground, a current passes through you to the ground, causing a shock.*

## ***Shock can cause***

- *heartbeat and breathing to stop*
- *muscle contractions that can result in falls, broken bones or bruises*
- *severe internal and external burns*

## ***The effect of shocks depend on***

- *the type of circuit*
- *voltage*
- *how it travels through the body*
- *how long it lasts*

## ***To prevent shock use safe equipment such as***

- *clean, dry, undamaged cord insulation*
- *guards to cover energised equipment parts*
- *fuses, circuit breakers, and ground fault circuit interrupters to cut off power during a circuit overload or short circuit,*

## ***And safe work habits***

- *keep a distance from exposed wires or parts*
- *avoid using equipment in wet conditions*
- *always use earthed tools and earthed circuits*
- *use protective clothing and devices such as rubber gloves, safety mats, or special tools when required*



## **APPENDIX 6.7**

### **SAFETY MEETING MINUTES TEMPLATE**

## Minutes of meeting of OH&S/E Committee

Meeting date:	Commenced:	Finished:		
<b><u>PRESENT:</u></b>				
<b><u>APOLOGY:</u></b>				
<ul style="list-style-type: none"> <li>Review of accidents/ incidents since last meeting:</li> </ul>				
<b>Lost Time Injury -</b>				
<b>Medical Treatment Injuries -</b>				
<b>First Aid Treatment Injuries -</b>				
<b>Incident only -</b>				
<ul style="list-style-type: none"> <li>Scorecard Performance</li> <li>Factory Workplace Inspections</li> </ul>				
Number of inspections conducted:				
Number of hazards raised:				
<b>5. BUSINESS ARISING FROM PREVIOUS MEETING(S)</b>				
<b>Item No</b>	<b>Item</b>	<b>Risk Rating H/M/L</b>	<b>Recommended Action</b>	<b>Action by Whom and When</b>
<b>6. NEW BUSINESS</b>				
<b>7. EXTERNAL AUDITS / VISITS</b>				
<b>8. MAINTENANCE REQUESTS?</b>				
<b>9. TOOLBOX TALKS</b>				
<b>10. RISK ASSESSMENTS</b>				
<b>11. DATE/TIME/LOCATION OF NEXT MEETING:</b>				
<b>Signed:            Date:</b>				
<b>DISTRIBUTION :</b> - Members                      - Noticeboard                      - File				



## **APPENDIX 6.8**

### **BEHAVIOUR BASED SAFETY RECORD**



Task: \_\_\_\_\_ Date: \_\_\_\_\_  
 \_\_\_\_\_ Completed by: \_\_\_\_\_  
 Location: \_\_\_\_\_ Signed: \_\_\_\_\_

	Yes	NO. Requires Action
Are relevant people aware of where I'm working?	<input type="checkbox"/>	<input type="checkbox"/>
Is the work area tidy and free of slip/trip hazards?	<input type="checkbox"/>	<input type="checkbox"/>
Do I know about any chemicals involved?	<input type="checkbox"/>	<input type="checkbox"/>
<u>Are chemicals/stored energy risks controlled?</u>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Are entanglement /crushing /striking risks controlled?</u>	<input type="checkbox"/>	<input type="checkbox"/>
<u>Am I safe from falling or causing something to fall?</u>	<input type="checkbox"/>	<input type="checkbox"/>
Are relevant permits completed, where required?	<input type="checkbox"/>	<input type="checkbox"/>
Has it been isolated and/or locked off, where required?	<input type="checkbox"/>	<input type="checkbox"/>
Have hot/cold /sharp/ heavy or leaking risks been controlled?	<input type="checkbox"/>	<input type="checkbox"/>
Do I have the right tools and equipment?	<input type="checkbox"/>	<input type="checkbox"/>
Am I wearing the right PPE?	<input type="checkbox"/>	<input type="checkbox"/>
Am I prepared for an emergency?	<input type="checkbox"/>	<input type="checkbox"/>

**If any of the 3 critical items are ticked the task is  
NOT to continue until a JSEA is completed.**



Office Use:

If task is reoccurring, it must be risk ranked and added to JSEA register. ☐

# **APPENDIX 6.9**

## **5S PROGRAM AUDIT**

**Sort:**

Award check Mark for each criteria fulfilled

1. Have all personal items been removed from the work area and a storage area been provided for the items?
2. Have all excess and obsolete materials been identified and removed?
3. Have all excess and broken tools or equipment been removed from the area?
4. Has all rubbish, paperwork, misc. material been removed from the work area?
5. Are all cabinets, shelves, drawers, and storage bins orderly and free from unnecessary items?

**Total Criteria Met**

Y	N

**Set in Place:**

1. Have permanent locations been determined and identified for all large items in the work area including machines and packaging?
2. Are all frequently but not constantly used items located away from the immediate work area, and are there storage locations labeled for ease of retrieval?
3. Are all small tools and equipment located and presented in the most readily available location for immediate retrieval by the operator?
4. Are the items left in the work place all labeled (item and location), do shadow boards exist?
5. Have all status boards and maintenance lists been updated for completed shipments / tasks?

**Total Criteria Met**

Y	N

**Shine:**

1. Is equipment free of leaks and dirt, with all hoses and cords easily identifiable and promoting a safe condition?
2. Is the work area free of trash and debris? Are aisle ways clear of trash and fluids?
3. Are work benches and flat surfaces clear of clutter and debris?
4. Are all gauges, warning indicators, and alarms clean, readable, and in operable?

Y	N

5. Are desks and work stations organized and are all files labeled?


**Total Criteria Met**

**Sustain:**

1. Is a schedule for maintaining 5S up to date and clearly posted in the area? Have all charts and metrics been updated and validated for accuracy?

2. Does the work area appear clean and in control? Are all items in their assigned location? Is the work place organized on a continuous basis? (not just daily or once a shift.)

3. Does the work area provide at a glance status of shipments/ assignments/ or maintenance requests?

4. Does a turnover log exist for area priorities such as urgent shipments or maintenance tasks?

5. Do work instructions / PM cards exist and are they posted for ready reference by team members?

Y	N

**Total Criteria Met**

**COMMENTS/ACTIONS:**

**Sorting:**

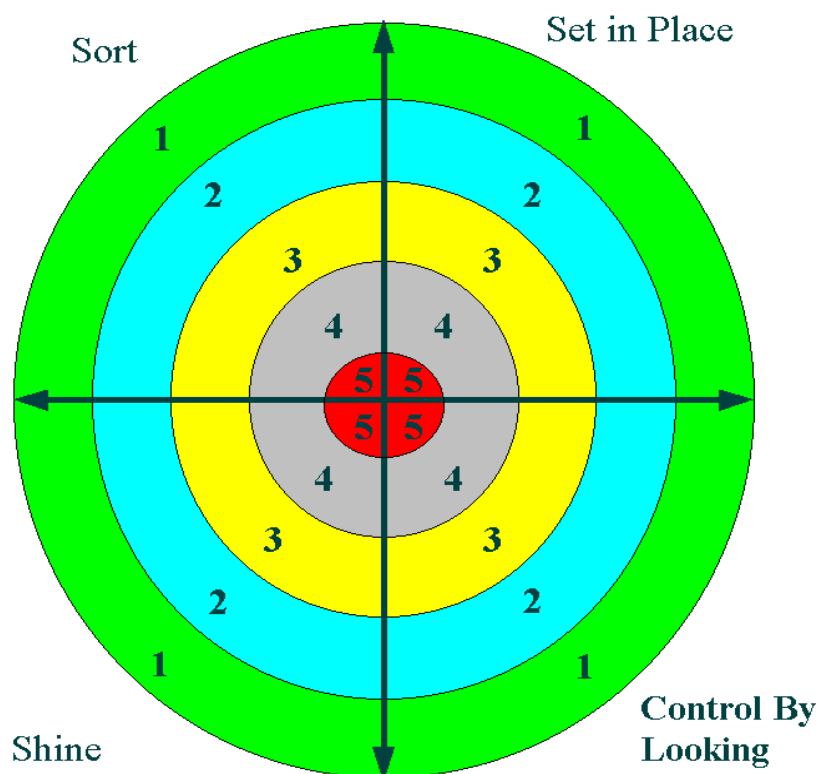
**Set in Place/Shine:**

**Control By Looking:**

**TPM:**

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## 5S Audit Score



***TOTAL SCORE OUT OF 20***

## **APPENDIX 6.10**

### **SAFETY ALERT**

## ***SAFETY ALERT***

### **Lock Out Tag Out of Plant and Equipment**

The following is a photo from an incident that happened on one of our Recycling sites last weekend. The contractor employee was dragged between a steel pronged roller (ONP Paddle leveller) and main belt. Luckily the young worker did not sustain serious injury only multiple bruising and is back at work with a slight limp.

Mainstream Engineering was doing maintenance work on the conveyors. The worker was just new to the job and being supervised by the Mainstream Engineering supervisor. They turned off the equipment and the worker was asked to clean the paddle after the padlocked gate was opened. It is believed the supervisor went to the other end of the factory to do other work and asked the equipment to be switched on, this also turned on the levelling paddle where the worker was, dragging him under the paddle and out the other side. Fortunately the worker was small enough to fit between the steel prongs on the paddle and belt and the product was not as built up as on the photo.

**This incident emphasises that the following is in place on your sites:**

- 1. Lock out/ Tag out is followed 100% of time and everyone required to work in such areas is trained.**
- 2. Risk assessments are done on plant and equipment to see if gates/guards should be interlocked.**
- 3. Contractor requirements of induction, licenses, permits and JSEAs are followed.**
- 4. Evidence of supervision of contractors is documented.**



**Worker dragged between steel roller and belt from other side**

Please contact me if you have any further questions.



## **APPENDIX 6.11**

### **SAMPLE AUDIT**

**Visypak Beverage PET Heathwood Minimum Safety Standards Audit**  
**14<sup>th</sup> March 2006**

## **Introduction**

This audit was carried out as a part of the Visy Safety Strategy by Cliff Verhagen. The criteria used is the Visy Industries minimum safety standards. Due to the time spent on the audit this is not a full reflection of the safety on the site and should be taken as advice and recommendations only. It is recommended that each suggestion be considered by the site management and included into a site safety action plan. I would like to thank Kevin Armstrong and David Goodger for their hospitality and cooperation during the audit. Overall the site was in a neat and presentable manner and there were no immediate significant issues to the contrary the site was of a high standard with respect to systems and physical workplace. There were 7 safety system issues and 21 site observations, a very good result. If there are any questions or clarification or further information required please contact me. An update on this report is expected each quarter to gauge progress.

Cliff Verhagen  
**Safety & Workcover Manager**  
**Visy Industries**  
**Visy values the safety and well being of each other.**  
118 Hammond Road, Dandenong Vic 3175  
Tel: 03 9238 3405  
Fax: 03 9238 3376  
Mob: 0400 134 584  
Email: cliff.verhagen@visy.com.au

## *Visy Minimum Safety Standards*

<b>Standard</b>	<b>Minimum</b>
<b>1. General Requirements</b>	<ul style="list-style-type: none"> <li>• Safety on the agenda of every operational meeting.</li> </ul> <p>Safety was on the agenda of each operational meeting.</p>
<b>2. Policy</b>	<ul style="list-style-type: none"> <li>• OH&amp;S policy displayed and communicated</li> </ul> <p>The Visy Industries policy were displayed at the main entrance to the office and communicated at induction and through the Leading and Development programs.</p>
<b>3. Aspects/Hazard Identification</b>	<ul style="list-style-type: none"> <li>• Risk Assessment process.</li> </ul> <p>There is a risk assessment process on the site.</p> <ul style="list-style-type: none"> <li>• Register of Risk Assessments</li> </ul> <p>There was a register of risk assessments in the production database.</p>
<b>4. Legal and other requirements</b>	<ul style="list-style-type: none"> <li>• Register of injuries kept</li> </ul> <p>All incidents are entered into the production database, need to ensure they are also entered into BPortal and a register is kept on the site.</p> <p>1. Need to back date for the last 12 months all incidents into Bportal to ensure rates are accurate.</p> <ul style="list-style-type: none"> <li>• Register of all plant license requirements.</li> </ul> <p>There is a register of all plant license requirements and there is renewal through the training matrix.</p>
<b>5. Objectives and Targets</b>	<ul style="list-style-type: none"> <li>• Safety Scorecard established.</li> </ul> <p>Verified the two housekeeping audits.</p> <p>2. Toolbox talks to improve in terms of covering the total workforce and a schedule.</p> <p>Risk assessments and incident investigations for the scorecard were also verified.</p> <p>3. Need to ensure all contractor hours are entered including backdating for the last 12 months.</p>
<b>6. Resources, Roles, Responsibilities and Authorities</b>	<ul style="list-style-type: none"> <li>• Executive Manager</li> </ul> <p>Through the safety leadership team.</p> <ul style="list-style-type: none"> <li>• Plant Manager, Frontline Managers/Supervisors</li> </ul> <p>All job descriptions have been updated for the plant.</p> <ul style="list-style-type: none"> <li>• Safety Professional</li> </ul> <p>A safety champions network has recently been set up which will improve the safety progress on the site, there is also a divisional champion.</p>
<b>7. Competency and Training</b>	<ul style="list-style-type: none"> <li>• Company wide, site and area inductions.</li> </ul> <p>4. The site induction needs to be updated.</p> <ul style="list-style-type: none"> <li>• All employees re-inducted every 3 years</li> </ul> <p>All employees had been re-inducted June 2005.</p> <ul style="list-style-type: none"> <li>• Display and training on PPE.</li> </ul> <p>There was display and training on PPE.</p>
<b>8. Communication, Involvement and Motivation</b>	<ul style="list-style-type: none"> <li>• Safety communication/posters</li> </ul> <p>There were safety communication posters around the plant.</p> <ul style="list-style-type: none"> <li>• Quarterly safety meetings</li> </ul> <p>There is a regular minuted safety meeting.</p> <ul style="list-style-type: none"> <li>• Risk Control Plans Communicated</li> </ul> <p>There was a good process of printing out actions and displaying them on the notice board.</p> <ul style="list-style-type: none"> <li>• Safety notice board in place</li> </ul> <p>There was a good safety notice board in place.</p>
<b>9. Documentation</b>	<ul style="list-style-type: none"> <li>• A list of identified safety documents</li> </ul> <p>Safety documents are registered in the site certified quality system.</p>
<b>10. Control of Documents</b>	<ul style="list-style-type: none"> <li>• A process for identifying and controlling critical safety documents; audits and inspections.</li> </ul> <p>Not verified in the audit but assumed to be part of the Hazop and ISO certification which the site has.</p>
<b>11. Operational/ Hazard Control</b>	<ul style="list-style-type: none"> <li>• Plant and Equipment evaluated</li> </ul> <p>5. There is a program the site is working through however at the time of the audit not all plant and equipment had been evaluated.</p> <ul style="list-style-type: none"> <li>• Periodic review of High, Medium and Low risks</li> </ul>

	There is a quarterly review and at the monthly meeting and through safety walks.
<b>12. Health and Hygiene</b>	<ul style="list-style-type: none"> <li>Hygiene and monitoring program</li> </ul> <p>A hygiene and monitoring program has not been established and documented for the site, however Noise is the only significant issue and there is a plan in place.</p> <ul style="list-style-type: none"> <li>Site Maintained in a clean and presentable manner.</li> </ul> <p>The site was in a very clean and presentable manner.</p>
<b>13. Change Management</b>	<ul style="list-style-type: none"> <li>Risk assessment of all new plant and equipment.</li> </ul> <p>This was in place, recent example was the wrapper and strapper.</p> <ul style="list-style-type: none"> <li>Safety Management plans for significant projects.</li> </ul> <p>Not verified.</p>
<b>14. Contractor Management</b>	<ul style="list-style-type: none"> <li>Permits in place for all legal requirements.</li> </ul> <p>Permits were in place, need to ensure records are kept as evidence.</p> <ul style="list-style-type: none"> <li>Induction to site and job.</li> </ul> <p>Contractors had been inducted to the site and job, documents were not checked.</p> <ul style="list-style-type: none"> <li>JSEA's/SOP's for all tasks/activities of medium/high risk</li> </ul> <p>6. Need to ensure follow up on all significant tasks with the contractors coming on site.</p> <ul style="list-style-type: none"> <li>Insurances and cover in place.</li> </ul> <p>This was in place at the site, documents were not verified.</p>
<b>15. Emergency Response</b>	<ul style="list-style-type: none"> <li>Evacuation plans displayed</li> </ul> <p>Evacuation Plans were in place and up to date on the site.</p> <ul style="list-style-type: none"> <li>Evacuation schedule</li> </ul> <p>There is a schedule in place with regular drills.</p> <ul style="list-style-type: none"> <li>Minutes of evacuations</li> </ul> <p>There were minutes of evacuations, a learning and development form is used.</p>
<b>16. Monitoring and Measurement</b>	<ul style="list-style-type: none"> <li>Maintenance program for safety items</li> </ul> <p>These issues were raised through the daily meeting and addressed immediately.</p> <ul style="list-style-type: none"> <li>Safety Management Plan</li> </ul> <p>There was a safety action plan for the site.</p> <ul style="list-style-type: none"> <li>Traffic Management Plan</li> </ul> <p>7. The traffic management plan is progressing, the risk assessments have been done and a Capex has been raised.</p>
<b>17. Evaluation of Compliance</b>	<ul style="list-style-type: none"> <li>Legal compliance audit on a periodic basis</li> </ul> <p>Not required yet, may be planned in the future.</p> <ul style="list-style-type: none"> <li>List of all registered plant</li> </ul> <p>There is a list of registered plant in the maintenance system.</p> <ul style="list-style-type: none"> <li>Permits in place for specific legislation and high risk activities</li> </ul> <p>In place for Hot Work, Roof Access Log and Permit, Lock Out and training.</p>
<b>18. Incident Investigation, Corrective and Preventive Action</b>	<ul style="list-style-type: none"> <li>MTI's and LTI's have an accident investigation.</li> </ul> <p>This is in place for all incidents.</p>
<b>19. Rehabilitation and Return to Work</b>	<ul style="list-style-type: none"> <li>Early intervention program in place</li> </ul> <p>This is in place with 100% use of the 1300 number with OccCorp.</p> <ul style="list-style-type: none"> <li>RTW plans developed</li> </ul> <p>This is in place through OccCorp and site follow through.</p>
<b>20. Control of Records</b>	<ul style="list-style-type: none"> <li>MSDS's kept for all chemicals</li> </ul> <p>This was in place on the site, good use was made of Chemwatch.</p> <ul style="list-style-type: none"> <li>Records kept of all licences and permits.</li> </ul> <p>Records are kept on the site for all forklift licences in personnel files, documents not verified.</p>
<b>21. Internal Audit</b>	<ul style="list-style-type: none"> <li>Workplace/Hazard audits</li> </ul> <p>There is a workplace audit program in place on the site in line with the scorecard.</p> <ul style="list-style-type: none"> <li>Internal Safety System audits</li> </ul> <p>There is no certification on the site, however this audit can represent an internal safety system audit.</p>
<b>22. Management Review</b>	<ul style="list-style-type: none"> <li>All plant/operations managers involved in safety activities.</li> </ul> <p>This is in place on the site.</p> <ul style="list-style-type: none"> <li>Management involvement in site safety audits</li> </ul> <p>Management are involved in site safety audits.</p>

## Site Observations

1. Piping should be labelled in accordance with AS 1318.



2. Need to review this equipment with respect to AS 4024 and emergency stops.



3. The welding area should have adequate ventilation.



4. Need to ensure the emergency stop complies with AS 4024.



5. This battery charger should be in a well ventilated area, away from any electrical points and PPE to be worn when connecting or filling up the fluid.



6. Need to check as to whether the Dangerous Goods cabinet needs an earth strap to prevent spark.



7. All removable guards should have appropriate labelling to isolate before removal.



8. Need to consider if this exit needs an emergency exit sign above it.



9. Need to review the water leakage here, perhaps drip trays and signage of a wet floor.



10. Should label this emergency stop.



11. This fan needs a electrical tag check in accordance with AS 3760.



12. Need to ensure this guard is properly fixed to withstand the forces that would be placed upon it in an emergency, also consider a tagging system to label that this is to be repaired and highlight the risk in the area.





Good use of a rail warning device to show the height of this door.



Good use of individual tagging of chemicals to connect it to the MSDS.



Good use of lock out and tagging process.



13. There is a manual handling risk in the removal of dies in this area that needs to be assessed and controls put in place.



14. Need to ensure that someone cannot access under this equipment whilst it is operating, the guard is not interlocked, do a risk assessment and labelling.



15. Consider a seal on the FA cabinets to ensure an incident report is raised when broken and entered into the system.



Good use of a small Dangerous Goods storage cabinet in the factory.



16. Stop and start buttons should not be placed within reaching distance from inside the barrier, see AS 4024.



17. This damaged pipe may need better protection from forklifts.



18. Good use of a small access platform, however the awkward access in this area may increase the risk, there is a Capex in the system to help address this.



Good use of cooling water available in work area.



19. Need to follow through on the review of traffic management and physical barrier between personnel and high traffic areas rather than relying on line marking.





20. Need to consider a restricted area for the truck driver when connecting up next to this forklift traffic area.



21. Consider the separation of forklift filling activities from the truck turning area.



## **APPENDIX 6.12**

### **HEALTH AND WELLBEING MEASURES**

## Individual Health Assessments

Health assessments will be performed in a highly confidential environment to ensure privacy. A booking sheet will be provided for the health assessments to increase commitment and ensure minimal disruption to the workplace.

### 1.1 Anticipated Outcomes

The anticipated outcomes of the health screenings will be:

- Increased knowledge of individual health status
- Participants motivated to improve health and fitness
- Increased awareness of how the staff compare between sites and with the national Australian averages.

### 1.2 Measurements

Based on our experience, we would recommend the advanced standard measurements

be taken. The measurements we have chosen will allow people to get an overall impression of their health. By taking many different measures it also gives a greater opportunity for people to improve in more than one area.

Weight Total Cholesterol  
Body Fat % HDL (good cholesterol)  
BMI LDL (bad cholesterol)  
Hydration Status Total Cholesterol / HDL Ratio  
Waist Circumference Triglycerides  
Blood Pressure Blood Glucose  
Resting Heart Rate Total Health Score  
Flexibility (sit and reach) Framingham HD Risk Score  
Questionnaire – general

- ☐ Exercise participation
- ☐ Dietary intake
- ☐ Lifestyle
- ☐ Cancer Awareness

#### **Questionnaire – short, multiple choice questions (completed during consultation)**

- Combined health, diet and lifestyle questionnaire (including questions related to diet, fibre intake, alcohol, fluid intake, smoking and sleep habits)
- Exercise participation (including questions relating to aerobic, strength/resistance training and flexibility)
- Emotional wellness (stress test)
- Risk of certain diseases from past family history info
- Cancer checks (skin, bowel, prostate, testicular, breast cervical)

Once measurements are taken participants will receive a written report, their '**Health Passport**', to keep record of all their measurements. Within the passport they will also

receive an overall total health score (indicating if their health is in a low, moderate or high risk category).

Individuals identified at risk for any health indicator, will be referred to the appropriate health professional for further medical advice.

## **APPENDIX 7.1**

### **QUESTIONNAIRE CLIMATE SURVEY II**

## Safety Questionnaire 2008

The purpose of this interview is to gain a more detailed and individual perspective on occupational health and safety at Visy. The first half of this interview requires only short answers, for example one word answers or yes/no answers. The second half of the interview will allow for you to further elaborate with more open questions.

### Safety climate

On a scale of 1-4, 1 being strongly disagree and 4 strongly agree how true do you think the following statements are:

	<b>Strongly Disagree</b>	<b>Disagre</b>	<b>Agree</b>	<b>Strongly Agree</b>
1. OHS has a very high priority at Visy.	1	2	3	4
2. Safety specific jobs always get done.	1	2	3	4
3. As long as there are no OHS incidents unsafe behaviours are tolerated	1	2	3	4
4. The company makes an effort to prevent accidents happening.	1	2	3	4
5. I look out for the safety of all individuals working at my plant.	1	2	3	4
6. My direct manager or supervisor listens to my concerns about health and safety.	1	2	3	4
7. Safety issues are included in all team meetings.	1	2	3	4
8. I have been trained on all OHS aspects of my job.	1	2	3	4
9. Management are prepared to discipline workers who act unsafely.	1	2	3	4
10. OHS issues are frequently communicated to all plants within Visy	1	2	3	4
11. It is sometimes necessary to take unsafe shortcuts to get the work done.	1	2	3	4
12. New and relevant health and safety issues are communicated effectively through out Visy.	1	2	3	4
13. Everyone at this plant plays an active role in safety matters.	1	2	3	4
14. The safety training I receive is detailed enough for my job.	1	2	3	4
15. People on my site want to achieve the highest levels of safety performance.	1	2	3	4
16. Levels of safety performance have improved here over the last two years.	1	2	3	4
17. I can influence health and safety performance here.	1	2	3	4
18. On site health and safety is the responsibility of a few key people.	1	2	3	4
19. Safety training has a high priority at Visy.	1	2	3	4
20. Minor/trivial accidents are never tolerated as part of work.	1	2	3	4
21. There is a process of continual safety improvement at Visy.	1	2	3	4
22. Management takes the lead on safety issues.	1	2	3	4

23.	What is learnt from accidents is used to improve OHS training.	1	2	3	4
24.	Safe working is a condition of employment at Visy.	1	2	3	4
25.	On my site we have defined safety improvement objectives.	1	2	3	4
26.	Accidents and incidents are always reported.	1	2	3	4
27.	The company is only interested in health and safety after an accident occurs	1	2	3	4

## Safety commitment

28. I would describe my level of commitment toward OHS improvement as:

- 5. Extremely committed
- 6. Moderately committed
- 7. Committed
- 8. Uncommitted

29. I would describe the level of commitment of Visy senior management toward OHS improvement as:

- 5. Extremely committed
- 6. Moderately committed
- 7. Committed
- 8. Uncommitted

30. I would describe the level of commitment of plant managers and leaders toward OHS improvement as:

- 5. Extremely committed
- 6. Moderately committed
- 7. Committed
- 8. Uncommitted

31. I would describe the level of commitment of Visy employees generally toward OHS improvement as:

- 5. Extremely committed,
- 6. Moderately committed,
- 7. Committed,
- 8. Uncommitted

## Engagement in safety activities

32. In the past 6 months have you:

h. Attended a safety committee meeting	Y	N
i. Discussed safety at a work team meeting	Y	N
j. Taken part in a plant and equipment risk assessment	Y	N
k. Taken part in a chemical risk assessment	Y	N
l. Conducted a safety inspection		Y N
m. Attended training on some aspect of OHS	Y	N
n. Conducted an incident investigation of any medical or lost time injury	Y	N
o. Been involved in a Workcover claims review	Y	N
p. Reported an injury to the Recovre incident reporting 1300 number	Y	N
q. Organised a safety activity or initiative with the aim of improving plant OHS.	Y	N

33. Does your plant/area keep up to date records and data in relation to incidents, medical and LTIs?

Y N

34. Do your plant/area keep up to date Workcover claims data?

Y N

## Capabilities

35. Would you describe yourself as being capable of doing the following:

a. Take part in a plant and equipment risk assessment	Y	N
b. Take part in a chemical risk assessment	Y	N
c. Conduct a safety workplace inspection	Y	N
d. Conduct an incident investigation of any medical or lost time injury	Y	N
e. Be involved in a Workcover claims review	Y	N
f. Reported an injury to the Recovre incident reporting 1300 number	Y	N
g. Organised a safety activity or initiative with the aim of improving plant OHS.	Y	N

36. Which of the following training have you attended and when:

Year

a.	Risk Management training	Y	N
b.	Safety Committee training	Y	N
c.	Incident Investigation training	Y	N
d.	Contractor Management training	Y	N
e.	Legal compliance training	Y	N
f.	Manual Handling training	Y	N
g.	Formal safety diploma or certificate	Y	N

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**Short answer**

37. Visy has implemented a safety strategy in recent years have you seen a change in OHS in your area over this time?

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38. What do you see as being the barriers to further improvement in OHS?

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39. How much control do you believe you have over your work environment to make changes to health and safety standards?

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40. What types of behaviours or activities do you engage in to make such changes?

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41. What kinds of steps has Visy management taken to ensure that you are trained sufficiently enough to understand the expectations of healthy and safe behaviours?

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42. Are you aware of any changes to the OHS Act in your state?

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43. Can you name 2 or 3 of the most significant risks within your immediate work environment?

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44. If you could do two things to improve health and safety within your immediate workplace, what would they be?

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45. Within your workplace, if you have a workcover issue, who would you contact?

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46. Within your workplace, if you have a health and/or safety issue, who would you contact?

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Do you have any further feedback you would like to give with respect to Safety and Workcover?

## **APPENDIX 7.2**

### **QUALITATIVE ANALYSIS CLIMATE SURVEY II**

## ***Qualitative Discussion***

The qualitative instrument utilised for this research was developed using OHS Best Practice principals and adapted to investigate the specific OHS needs of Visy Industries. The instrument is included at appendix 1. The aim of the discussion associated with the qualitative discussion is to report on the major issues identified by each division and overall.

### ***Fibre Packaging***

#### ***Strategic Development***

***Visy has implemented a safety strategy in recent years, have you seen a change in OHS in your area over this time?***

There was an overwhelming agreement that there has been a significant change in OHS. The change was driven from the top through leadership.

***The leadership and aspiration required in safety has improved substantially.***

There was also a great pride in actual improvement achieved in some parts of the division, however it was also acknowledged that this improvement was greater than other areas in the business. This identifies a significant improvement that can further be achieved by consistency and sharing of best practices even within the division, little known the whole of Visy.

***We've seen a major reduction in lost time frequency rate at the plant compared to other sites. A number of improvements in performance lead indicators.***

The noted improvement in performance lead indicators in strongly reflected in the quantitative analysis and is a key achievement for the company.

#### ***Barriers to Improvement***

What do you see as being the barriers to further improvement in OHS?

Although there was an acknowledgement that senior management commitment had improved significantly, the concern was that this did not translate through middle management to the shop floor.

***I think that the danger is in the middle management team, the senior management team have some specific activities that they must perform on a monthly basis and that is tracked, but that is the next tier up.***

There was great variation in the plants based on the age of the plant and the local leadership taken at the plant. There is a concern amongst the higher performing plants that complacency sets in and that is a barrier to further improvement, constant re-enforcement on a daily basis.

Some identified resources and financial support for capital but not as prevalent as one might expect only a couple of responses in this regard. Interestingly knowledge was identified as a barrier and best practice, new ideas as the following indicates.

***... the knowledge of those people trying to drive it (safety), but there is plenty of support out there, but probably just a little bit more knowledge as to what's acceptable what's not and actually what is out there in terms of best practice for safety.***

## ***Control and Influence***

### ***How much control do you believe you have over your work environment to make changes to health and safety standards?***

There was a strong agreement to the level of control and often rated high, there was a strong sense of accountability. There was a good acknowledgement by some that it is equally everyone's responsibility, this needs to be re-enforced across the board. Some of the safety professionals did suggest that some control was lost when it came to capital and financial support.

## ***Involvement***

### ***What types of behaviours or activities do you engage in to make such changes?***

There was a good acknowledgement about the role management plays in safety and what the demonstrable behaviours are expected of them.

***Safety and leading by example, so following all the site based safety rules looking out for, and advising anybody if they are not working or behaving in a safety manner, attending safety meetings and actually following up on the meeting points to ensure they are done.***

The activities as associated with the scorecard and monthly measure was very obvious in this response as well, such as risk assessments, workplace audits, toolbox talks and safety meetings. The concern is that most of these responses are still coming from the safety professionals rather than the broader audience.

## ***Training***

### ***What kinds of steps has Visy management taken to ensure that you are trained sufficiently enough to understand the expectations of OHS behaviours?***

It was noted that training was carried out in different points and times however the uniformity and application could improve.

***There have been some corporate initiatives particularly around health and wellbeing area which is good again. So I think there has been noticeable training by the business but again I think across the business that will be inconsistent and not uniform.***

Of particular concern was that the training was not applied to the management level or geared towards management.

***We've done certain things with employees around development of the people with regards to safety, whether that would be defensive driving or whether that would be appropriate courses and the like but from a level above me and down to me ... it has been very little.***

## ***Legislation***

### ***Are you aware of any changes to the OHS Act in your state?***

There was a good network for safety knowledge updates legislatively. Quoting the corporate updates and alerts or the particular safety communications that the safety professionals subscribe to. However there was not a strong response on how those changes are implemented.

## ***Significant Risks***

### ***Can you name 2 or 3 of the significant risks in your work environment?***

There was a good response and understand of risks in the work environment, the responses included:

- Traffic management and forklifts
- Plant and equipment risk (machine guarding)
- Manual handling
- Site access
- Pedestrian and forklifts interactions
- Induction of new employees
- Chemicals and their handling
- Stop and think and risk behaviour

## ***Ways to improve***

### ***If you could do two things to improve health and safety within your immediate workplace, what would they be?***

There was a range of responses to this question from the more practical of implementing a traffic management plans and other capital related projects to performance measurement. The most common response was around common KPI measurements and enforcing those into performance incentives:

***I would improve KPI structure and make senior and middle management directly responsible for safety KPI's***

***And***

***I suppose cascading, pushing down the level of responsibility to the KPI that measures people's personal responsibility, link remuneration to safety measures.***

### ***Resources Safety/Workers Compensation***

***Within your workplace, if you have a Workcover/OHS issue, who would you contact?***

The communication lines in this area in the Fibre division were well understood and communicated. Workers compensation would go to the relevant safety or dedicated person and back to Recovre as support. For safety often the issue was discussed with the manager first and then to the relevant site or national safety person, in some cases the national corporate representatives for safety and workers compensation are consulted.

There was also a note in the general feedback on resources that is very relevant

***Consistency across the board of what are the resources and the details on what the resources are. So even if someone is dedicated to look after management and maintain rehabilitation side of it and assist in the administration of safety on the site.***

## ***Primary Packaging***

### ***Strategic Development***

***Visy has implemented a safety strategy in recent years, have you seen a change in OHS in your area over this time?***

There was a very favourable response again to this question but even more so in this division from a higher more strategic level, approaching the areas of more advanced best practice levels of strategic development. With simply comments like:

***Overall knowledge of safety by all our sites has improved greatly.***

***Understanding what duties that need to be taken.***

***And***

***I would say that it is a hell of a lot of change***

To more complex responses showing a deeper understanding and better communication across the company:

***We all have a focus on safety, we are getting a lot more information about the it is ruled. About how safety is affecting other people and how to apply the learnings into site plans and learning from other people, who unfortunately had an accident.***

### ***Barriers to Improvement***

***What do you see as being the barriers to further improvement in OHS?***

There were a range of responses given to this question. Many still quotes both funding and training for safety. Particular with funding how safety improvements are compared to production improvements in terms of capital. Complacency again in a high performing area. But interesting was the note that to go to the next level of improvement required a whole new step up and whether the company was willing to go to that level:

***I would say the biggest barrier is probably going to whether the company wants to make another step change and therefore it's gonna have to invest significant funds. I would expect to do so and whether it's a benefit or not for the business. As fare as culture goes, culture is pretty right on safety and I think the results it probably speaking for that.***

## ***Control and Influence***

### ***How much control do you believe you have over your work environment to make changes to health and safety standards?***

Again there was a strong level of agreement to control in the division and it was accepted. However there was a concern as best practice is achieved that the types of injuries and incidents that are occurring there is less control over those and the outcomes relative to production pressures:

***We've gone nearly two years without a lost time injury, we've identified the risk in response to those, but probably the hesitation is that some of the injuries we are getting, bruises and bumps and strains and sprains are a little of a frustration, they could be just the age of the employees and also the fact that we are moving a lot more product more quickly.***

## ***Involvement***

### ***What types of behaviours or activities do you engage in to make such changes?***

The responses were very comprehensive in this element in this division. There was a lot of practical and active involvement by the management and safety people alike. Because of the small sites in general, there was a sense that management needed to take part in most safety activities to ensure they were done and driven down to all employees. This sums it up:

***All of it basically. Committee meeting absolutely, OHS training, toolbox trainings, safety, housekeeping and environmental audits. Production daily meetings, risk assessments, monthly meetings, with again team oriented components. There is probably more but they are the main ones.***

## ***Training***

### ***What kinds of steps has Visy management taken to ensure that you are trained sufficiently enough to understand the expectations of OHS behaviours?***

There was a very good response in this area in this division more than any other. A program has been run to train up to the Certificate IV four level in safety. This was very well received

***I have done a number of training courses, arranging safety committee courses, Certificate IV in OHS, which has been given to me by the management of Visy.***



This is a very good finding and should be encouraged in other divisions more, the results speak for themselves. However there was the merged division of Visy Food that fell into this area and it was more typical of the rest of Visy:

***I don't think we are really done in that area, to be honest with you, purely its been experience and taking to Cliff Verhagen and others ... I don't get any individual training and development.***

## ***Legislation***

### ***Are you aware of any changes to the OHS Act in your state?***

There was a good process and systems in maintaining up to date on legislation in this division, there are strong references to the corporate program of Safetylaw and Envirolaw subscriptions. Also updates from the national safety representative through from corporate in alerts and notifications.

## ***Significant Risks***

### ***Can you name 2 or 3 of the significant risks in your work environment?***

The risks identified were common and as to be expected for such an industry, highly automated and high volumes, the risks identified were many and varied and included:

- Traffic management and forklifts
- Machine guarding
- Fatigue due to 24 hour operations
- Lacerations
- Manual handling
- Sprains and Strains
- Lock out/tag out
- Aging population of employees
- Working at heights

## ***Ways to improve***

### ***If you could do two things to improve health and safety within your immediate workplace, what would they be?***

There was the obvious response on resources and funding but interesting was a more in depth response to this aspect:

***If I wanted to make safety the first priority, I would actually be dedicating some more resources to the project and make sure there is a separate safety budget outside the overall budget. As per what we do to training in our division, so you know what you can spend and you are not grabbed by other pressures, for example there is a current overall reduction program going on and I am not meeting my target, because I am actually spending more on safety than budget.***

Other responses revolved more around improvement of process and systems, assigning nationally dedicated resources to particular topics. There was also an emphasis on behaviour based safety programs and re-enforcing and training on the stop and think campaign.

### ***Resources Safety/Workers Compensation***

***Within your workplace, if you have a Workcover/OHS issue, who would you contact?***

There was evidence of a strong established safety program and structure with roles and responsibilities. Many used their safety champion or contact for both matters and then would go to the national and corporate group, but only as required and rarely. A strong emphasis on managing the issues on site first, an ownership culture showing a high level of safety commitment and ownership in the division.

# **Visy Paper**

## **Strategic Development**

***Visy has implemented a safety strategy in recent years, have you seen a change in OHS in your area over this time?***

There was unanimous agreement to a much greater awareness of safety in recent years. There was also an expression of the physical activities that took place to improve that awareness:

***There is more awareness, when it comes to safety. People are taking a little bit more responsibility than what they used to. There seems to be a higher focus from higher management, more of a commitment. Reporting, a lot of the sites have always reported incidents or situation hazards, risks, what ever the task might have been. But the form of reporting have got a lot better information within it. There seems to be more actions that are taken out of these things.***

There was also acknowledgement of the increased focused from the authorities, Worksafe in this division particular, being one of the higher risk areas of the Visy group:

***There has been a lot of changes in procedures and policy with the introduction of JSEA's risk analysis, just a general step up in those sort of checking and cross checking of the safety systems and safety work practices and stuff. There has also been a significant increase in guarding requirements through Worksafe legislation, visits have significantly increased in the last few years.***

## **Barriers to Improvement**

***What do you see as being the barriers to further improvement in OHS?***

Two main aspects were identified with respect to barriers to further improvement in the division, costs and culture. With respect to culture there was an emphasis on the type of workers but also an acknowledge of the challenge in creating a change in such environments. There was a good understanding of the business pressures and requirements and knowing the scale of the changes required in such an operation:

***... A lot of the guys here out on the floor have been here anywhere between 10 and 20 years so they are used to working with, I guess machinery without all the extra safety features the have been included. That's very difficult to change this sort of behaviours, but on the other side is also a cost factor. Knowing that there are certain things that we need to get done, legislative compliance, but not having funds available to implement those changes.***

***And***

***There is a fairly significant cost impact to the business, so that's another barrier because the requirements are fairly stringent and fairly expensive to resolve all the issues that we've got, so that's going to be a restriction. To fix everything would cost a lot of money, so we need to do it piece by piece and it is a significant cost for the business, a lot of money essentially.***

Employee engagement was another factor mentioned and the appropriate training and systems required to implement such an engagement.

## ***Control and Influence***

***How much control do you believe you have over your work environment to make changes to health and safety standards?***

There is a good level of control felt by those interviewed to influence safety in their area. However there were still restrictions in terms that they could better influence the systems and procedures rather than the physical money spent etc. it was seen that senior management had much more control over such factors. So the level of control was seen to be restricted by the barriers noted previously.

## ***Involvement***

**What types of behaviours or activities do you engage in to make such changes?**

There was a strong emphasis on the engagement and creating and encouraging that engagement of the shop floor, listening to their concerns and acting upon them:

***By constantly reinforcing the importance of OH&S. Engaging the work force, by being seen to be actively pursuing a safer work environment.***

There were also the more obvious engagement activities around safety, particularly by the safety professionals:

***We have monthly safety meetings and every day we look at the way we do things, whether that's safe and which way the risk can be minimised, actively pursuing people to do JSA, to do things safely, wear protective equipment, monitor the use of PPE, that sort of stuff.***

## ***Training***

***What kinds of steps has Visy management taken to ensure that you are trained sufficiently enough to understand the expectations of OHS behaviours?***

Unfortunately training was again seen as a very weak area in the division. Any training has been focused on legislative requirements:

***They've got a few standard inductions, they've got training on confined space, using a crane, first aid and obviously best practice regarding the clean environment.***

However when it comes to personal development and training it is very poor. Many relying on the training they have gained before Visy, so the hiring of skilled workers has improved the training levels. There was an agreement that training would be accepted but it is seen as more a personal responsibility in your own time rather than developing safety professionals at work.

## ***Legislation***

***Are you aware of any changes to the OHS Act in your state?***

There is a good network of safety professionals in the division which is relied upon for legislative updates and they work with their relevant contacts. There was also a good acknowledgement of how the legislative requirements need to be implemented:

***We get an update from the national OH&S organisation within Visy advising us of any legislative changes further and our monthly OH&S meeting they are also tabled.***

## ***Significant Risks***

***Can you name 2 or 3 of the significant risks in your work environment?***

The risks identified were thought out and understood, there was a good understanding of physical environment but also a very good understanding of task related risks:

***The paper machine has a lot of rotating equipment, so there is always that risk but also with heat/steam is another issue we have in this environment. And we do quite a lot of maintenance work and things like that. So often that part of the plant takes more fixing down and to do more maintenance, so there is always the risk of making sure isolations are done properly and following of the correct procedures.***

The range of risk identified included:

- Machine guarding
- Maintenance activities
- Aging workforce
- Manual Handling
- High pressure air lines
- Deteriorating assets like the roof
- Working at heights
- Mobile plant
- Confined spaces

### ***Ways to improve***

***If you could do two things to improve health and safety within your immediate workplace, what would they be?***

Interestingly the comments here were rather consistent with two major themes, guarding and leadership. Guarding with respect to upgrading to common standards across the plants. But significantly leadership by actions and not just “lip service”:

***One thing we could improve upon is having more senior management out on the floor pushing the safety message. I would really like to see Visy paper head office, which is right next door where our director sits, and I couldn't honestly say that he does a regular walk through the floor and I think that would be fantastic if our senior members walk the floor identify good or poor performances, behaviours and spoke to people here and there about those concerns.***

There were suggestions around resources but more for funding of regular improvements across the plants.

### ***Resources Safety/Workers Compensation***

***Within your workplace, if you have a Workcover/OHS issue, who would you contact?***

There were well established procedures and standards around this aspect, however there was still an inconsistency, many would contact Recovre for a workers compensation issue, but not all. Some would use the same contacts as per safety that is the site safety representative and often the site manager first. However a lot try to manage the issues on site within in the site management, there is an opportunity here to use the resources of the wider Visy network.

There was a general concern about standard slipping and falling back in recent times with other pressures on the organisation:

***I think we have done well in Visy so far, I think we have certainly come far in the last couple of years that I have been here. I'd like to make sure that we pick things up, and keep moving forward, not sort of let things slip back in the wrong direction.***

# ***Visy Recycling***

## ***Strategic Development***

***Visy has implemented a safety strategy in recent years, have you seen a change in OHS in your area over this time?***

There was a very strong response to this question in the Recycling division with an emphasis on improvement in systems and engagement. There was also the acknowledgement of management reporting and emphasis “up the chain”. There was a mention of both site improvements, reporting systems and corporate programs:

***We have implemented an updated management system, also, Visy ROM system, contractor management, and the safety scorecard are all very positive developments.***

With mergers and acquisitions there was a good response to affect on safety when Visy purchased the site:

***Basically before we were with Visy we were in a reservoir, all the policies and improvements, so the change I have seen with Visy has been huge. Guarding, traffic management a lot more written procedures, just basically everything.***

## ***Barriers to Improvement***

***What do you see as being the barriers to further improvement in OHS?***

There was a good recognition of the work that had been done, however there were still regular concerns over funding and capital approval mostly. Many of the minor risks could be addressed at site but the more significant ones were being restricted through the process. Hence the barriers to further improvement in Recycling were:

- Capital approval for significant improvements
- Management commitment
- Development training
- Safety training
- Site safety resources
- Safety systems linked to management performance

## ***Control and Influence***

***How much control do you believe you have over your work environment to make changes to health and safety standards?***

There was a high degree of control expressed by the participants, however they did recognise the limitations in their roles where some saw it more as an influencing role rather than direct control. There was also a good appreciation that ownership is amongst all employees to take control:



***My entire role is about influencing and achieving change and I believe I have a significant influence, a fare degree of control.***

However this was not seen consistently across the division:

***As in direct control I have none, but as an influence to the rest of the business I believe people do value my opinion and my direction. Technically to all the sites I can give all recommendations I like, it they choose to ignore them that's ok, so I have actually no control.***

## ***Involvement***

***What types of behaviours or activities do you engage in to make such changes?***

There was strong involvement by all staff in risk assessments which is a well ingrained culture in the Recycling division, there was also a strong support of the performance measures in the scorecard:

***We have got an OH&S committee, we have ongoing toolbox talks, weekly toolbox talks. Also we have a STEPS program, which goes into details, in which area of safety. Also the inspections, there is fortnightly and monthly inspections, training and other stuff.***

Hence activities involved in:

- OH&S committees
- Risk assessment of new and existing plant
- Toolbox talks
- Workplace inspections
- Legislative compliance
- Training and awareness

## ***Training***

What kinds of steps has Visy management taken to ensure that you are trained sufficiently enough to understand the expectations of OHS behaviours?

There was still a lack of training in the Recycling division as well, often the employees bring training with them to the role which is alright as a safety professional but ongoing development of all staff if lacking. There was some acknowledge of training in the STEPS program:

***It was on the site that I had an OH&S course (STEPS), I have actually just booked to do a two day course, I had to do it myself though.***

But the general comment for individuals was:

***Nothing, nothing done, in particular to ensure that (training).***

## ***Legislation***

### ***Are you aware of any changes to the OHS Act in your state?***

The management relies heavily on the safety professionals to keep them up to date on the legislative requirements which is a good communication mechanism. The professionals are well informed and up to date as the following shows:

***Yes, we had updates in 2004 in Victoria, we had also have a regulation changes in 2007. So yes I am aware of a certain change requirements made. There is the new logistics fatigue management legislation come through all the eastern states, so yes I am across OH&S changes within the legislation.***

## ***Significant Risks***

### ***Can you name 2 or 3 of the significant risks in your work environment?***

There is a good understanding of the most significant risks in the division, traffic management is the most obvious and highest risk but there was always and strong concern over the concrete and maintaining it, also associated with traffic flow:

***Traffic management is just fast for everybody it's a traffic issue ..., where you have all the traffic flow in on way, and then coming out the same way on the weighbridge, so basically, we go it managed like management is in place, but sometimes you end up with too much traffic, where you have to physically go and control them outside and make sure everything is ok.***

The significant risks identified were:

- Traffic management
- Concrete deterioration
- Driver management and control

- Machine guarding
- Contractor management
- Working at heights
- Manual handling
- Isolation and maintenance activities

### ***Ways to improve***

#### ***If you could do two things to improve health and safety within your immediate workplace, what would they be?***

When considering ways to improve many of the suggestion were focused around particular issues such as fixing the concrete or removing the cleaning of screens. There was the regular mention of leadership development and training. But more specifically training targeted towards tasks and activities and obviously the resources to help carry out the tasks. Being small sites it was felt there was a lot of pressure to get a lot of activities done, particular in safety like risk assessments.

The suggestions were:

- Leadership training
- Capital for guarding projects
- Resources to specific OH&S functions
- More time to complete safety functions
- Fixing the concrete

### ***Resources Safety/Workers Compensation***

#### ***Within your workplace, if you have a Workcover/OHS issue, who would you contact?***

Like paper there is a good safety structure in place with a national support and framework, so there was a clear understanding of who to contact and use for each area. For Workers Compensation it was clearly identified across the board to contact Recovre and the relevant manager or safety person. For safety issues it was the designated state representative or national support. In support of centralized systems there was a great comfort given when there was a national support such as for Workers Compensation this was not as obvious in the safety area:

***I would like to see Workcover centralised corporately and come under the corporate banner, rather than going under each division. I think, some site don't have any Workcover claim and then all of a sudden they have got one and are unsure of what to do and the requirements. So it would be better managed, better resources, better knowledge, centrally under corporate.***

## ***Visy New and Emerging***

### ***Strategic Development***

***Visy has implemented a safety strategy in recent years, have you seen a change in OHS in your area over this time?***

There was a strong emphasis on physical improvements and systems in the responses, but more around the minimum requirements rather than higher level safety standard like culture in this division as it tends to be more at the start of the journey and is a new division:

***In the past we didn't participate in safety measurement at all. So now we do, toolbox talks, workplace audits, risk assessments and safety meetings regularly***

And in terms of systems and minimum requirements:

***I have seen it in terms of compliance and minimum standards and occasionally in machine guarding audits and in business audits.***

***And***

***We've got a MESH manual, which is basically a sort of minimum standards for managing occupational health and safety.***

### ***Barriers to Improvement***

***What do you see as being the barriers to further improvement in OHS?***

The biggest barriers were seen to be a culture of engagement and change, but there was also an understanding that such a change is driven by structure:

***I think we need to get the structure right. I don't think the structure is right and we've got to get serious about behaviours. Cause, that was discussed before and when its going to be implemented and how we can change behaviours.***

Being a smaller division with less resources there was more of a frustration in terms of support and help to carry out and improve safety:

***It is hard sometimes to get the cooperation required to do a certain path and try to find the relevant information so you end up spending an enormous amount of time on trying to do it yourself when it shouldn't probably always be necessary.***

## ***Control and Influence***

### ***How much control do you believe you have over your work environment to make changes to health and safety standards?***

There was an acceptance that many had a degree of influence but it was not real high, except for the more senior position. There did not appear to be the level of ownership by all as exists in some other division, more could be done to improve the ownership of safety by all employees. However it was recognised this may come up against resistance:

***There is a resistance to change that has been here for a number of years, and there is a lack of motivation to change and cooperate with new policies and procedures.***

## ***Involvement***

### ***What types of behaviours or activities do you engage in to make such changes?***

There was a large variation of involvement from rather simply and poor, due to the person wearing multiple hats and doing other jobs. But there were also some very good examples of strong behaviours and involvement by management with limited resources:

***Anytime I visit any of my factories I do a walk, I walk the floor, writing the feedback to my local management on housekeeping on safety in my area, just with my own visual inspection.***

Those that did have a strong safety role did get involved in many activities but it was not wide spread in the division:

- Safety meetings
- Toolbox talks
- Risk assessment
- Audits both workplace and systems
- Training and awareness sessions

## ***Training***

### ***What kinds of steps has Visy management taken to ensure that you are trained sufficiently enough to understand the expectations of OHS behaviours?***

Not one person could identify any specific training they have received in their current role to ensure they understand the safety requirements of their job. There was an acknowledgement that a few were experienced and had training previously before coming into the role but the general consensus was:

***There has been nothing that has been provided to me in this role to help. I am only relying on the knowledge that I brought into this role.***

## ***Legislation***

### ***Are you aware of any changes to the OHS Act in your state?***

There was a good acceptance that updates had been received through the national emails and local subscription bodies that people subscribe to, reference was given to the SafetyLaw and EnviroLaw and the regular updates for those.

## ***Significant Risks***

### ***Can you name 2 or 3 of the significant risks in your work environment?***

The division had a lot of manual handling tasks based on the responses, there were also a few other significant risks identified:

- Manual handling
- Injuries in commissioning machines
- Machine guarding
- Contractor management
- Traffic management and forklifts
- Inductions in general, ensuring they are done

## ***Ways to improve***

### ***If you could do two things to improve health and safety within your immediate workplace, what would they be?***

There was a range of improvement that were suggested from simply things that need to be followed through and done to whole new approaches:

- I would dictate safety change and improvement we break the rules and let people get away with it.
- More safety resources allocated at the plant level with specific safety roles and skills.
- Noise improvements
- Manual handling improvements
- Factory layout improvements
- Complete the machine guarding requirements
- Contractor management system implemented
- More risk assessments and follow through

## ***Resources Safety/Workers Compensation***

### ***Within your workplace, if you have a Workcover/OHS issue, who would you contact?***

There was not a strong method and system for this aspect but managed within the limited resources so the national safety manager was used. Also for Workers compensation, Recover the national injury management provider is used. There was also reference the corporate safety team in both areas.

There was a general concern on the overall safety program and communication and where it is headed:

***The lack of transparency on how we are declaring incidents and injury alerts at the moment, and I just get the feeling that the business is starting to not being open and honest with the whole organisation about the risks that are going on just not as transparent as it used to be.***

## ***Visy Corporate***

### ***Strategic Development***

***Visy has implemented a safety strategy in recent years, have you seen a change in OHS in your area over this time?***

There was an acknowledgement that safety had improved and there was a greater awareness, however noting that safety is not as critical in the physical corporate environments. How there was a lack of awareness on how safety affects office work. In the new Logistics area there was a good understanding of the importance of safety in the area and actions taken to implement a safety culture from the start:

***Part of Logistics as a relatively new division, part of our development, incorporating the rolling out of a safety program in conjunction with corporate safety agenda, so I would say yes to that question.***

### ***Barriers to Improvement***

***What do you see as being the barriers to further improvement in OHS?***

The biggest barriers were seen to be the resistance to a unified approach to safety across the business in general:

***We don't have a unified approach to safety at Visy. We have a number of different areas doing their own thing.***

In line with this concern in the Logistics area was the issue of sites taking responsibility for functions that go across the business such as the loading and unloading of vehicles.

### ***Control and Influence***

***How much control do you believe you have over your work environment to make changes to health and safety standards?***

There was an acceptance of a high degree of control particular over those interviewed as they had senior safety functions and senior management roles. So it was obviously a high degree of control. There was still the realisation that some of the control still went back to the individual division:

***A fairly high degree. I mean obviously our people are .., we manage them, but some aspects of our business where we have to rely on other divisions to do some of our activity, we can't control some aspects of that, so that's why we need that support and coordination.***

## ***Involvement***

### ***What types of behaviours or activities do you engage in to make such changes?***

With respect to corporate functions the emphasis is on walking the talk and spreading the safety message rather than physical activities, although some corporate functions get involved in those also.

Behaviour or activities identified included:

- Strategy meetings
- Toolbox talks
- Implementing policies and procedures
- Constant engagement and safety communication
- Follow up on safety activities
- Implementing KPI's and accountability for safety

## ***Training***

### ***What kinds of steps has Visy management taken to ensure that you are trained sufficiently enough to understand the expectations of OHS behaviours?***

There was a good reference to training programs that had been conducted for employees and drivers in general. However when it came to individual training and safety knowledge there was a lack of training for Visy overall, as identified several times already:

***We've done a lot to prepare people that there have been new legislation around fatigue management and driving hours...I would say internally yes we have done a bit, but it is probably not enough from Visy overall.***

## ***Legislation***

### ***Are you aware of any changes to the OHS Act in your state?***

There was subscription to specific newsletters for the area that the person was working in which include safety aspects. There was still a reliance on key safety people to provide this information which is acceptable as part of their responsibility and accountability. Reference was also made to the regular emails that come through from the corporate area.

## ***Significant Risks***

### ***Can you name 2 or 3 of the significant risks in your work environment?***



Within the corporate area the only real risks identified were strains and sprains and some consideration of the broader risks that exist in the business such as a lack of behaviour based safety approaches. Within the logistics function the following risks were identified:

- Load restraint
- Speeding
- Fatigue
- Contractor management

### ***Ways to improve***

***If you could do two things to improve health and safety within your immediate workplace, what would they be?***

Again there was a range of ideas given to improve the health and safety in the Logistics and corporate areas. From the cessation of smoking completely on sites to giving everyone the support to stop something that is regarded as unsafe:

***Where I am heading is to give every employee the authority to close down a machine if it is not safe and to keep it closed down until it is rendered to be safe and I would want to change the focus from profit at all costs to profit safely for people.***

In the Logistics area there was the more physical solutions such as GPS in all trucks to the more behaviour type aspects such as communication and constant reminders of safety requirements.

### ***Resources Safety/Workers Compensation***

***Within your workplace, if you have a Workcover/OHS issue, who would you contact?***

Within the corporate area there was a reference to the national workers compensation manager for workers compensation issues, this was unanimous. For a health and safety issue it was the relevant plant or department manager and safety resource for the area.

Overall there was a strong emphasis on the “One Visy” strategy in the corporate areas and there was an acknowledgement of the good work done to date:

***Visy has made a huge move forward in the last couple of years. Safety is on the edge of every executive meeting these days and we really have made significant improvements in measuring where we are at.***

## **APPENDIX 7.3**

### **NUMERICAL RESULTS FOR COMPARISON BETWEEN CLIMATE SURVEY I AND II**

### *Safety Climate Comparison*

No. of Respondents	Division	SAFETY CLIMATE		SAFETY MANAGEMENT		SAFETY STANDARDS		SAFETY COMMUNICATION		RESPONSIBILITY FOR SAFETY		SAFETY TRAINING	
		Average (2008)	Average (2005)	Average (2008)	Average (2005)	Average (2008)	Average (2005)	Average (2008)	Average (2005)	Average (2008)	Average (2005)	Average (2008)	Average (2005)
1	Primary Packaging / Vispak Beverages	4	2	4	2	2	2	4	2	3	2	4	2
2	Primary Packaging / Vispak Beverages	3	2	4	3	2	2	4	2	3	3	4	2
3	New/Emerging / Specialties	3	2	2	2	2	2	2	2	2	2	2	1
4	Primary Packaging / Vispak Beverages	3	2	3	3	3	3	3	3	3	3	3	2
5	Fibre Packaging / Visy Board	4	2	3	2	2	2	3	2	3	2	2	2
6	Primary Packaging / Vispak Beverages	3	3	4	3	3	3	4	3	3	3	4	2
7	Paper / Pulp & Paper	3	2	3	2	3	2	3	2	3	2	3	2
8	New/Emerging / Specialties	3	2	3	2	2	2	4	2	3	2	3	1
9	Recycling	4	2	4	1	2	2	4	2	3	2	3	1
10	Fibre Packaging / Visy Board	3	2	3	2	2	2	3	3	3	3	3	2
11	Primary Packaging / Vispak Beverages	4	3	4	3	3	3	4	3	3	3	3	2
12	Primary Packaging / Vispak Beverages	3	3	4	3	3	3	4	3	3	3	3	2
13	Recycling	4	2	4	2	2	2	4	2	3	2	4	1
14	Paper / Pulp & Paper	3	2	3	2	3	2	3	2	2	2	3	2
15	Paper / Pulp & Paper	4	3	4	3	2	2	4	3	3	3	4	2
16	Fibre Packaging / Visy Board	4	2	4	3	3	2	4	3	3	3	3	2
17	Primary Packaging / Vispak Beverages	4	3	3	3	2	3	3	3	3	3	2	2
18	Primary Packaging / Vispak Beverages	4	3	3	3	3	3	3	3	3	3	4	2

19	New/Emerging / Specialties	3	2	3	2	3	2	3	2	3	3	3	1
20	Recycling	3	2	3	3	3	2	3	3	3	3	2	1
21	Fibre Packaging / Visy Board	3	3	3	3	3	2	3	3	3	3	3	2
22	Fibre Packaging / Visy Board	4	3	3	3	2	2	4	3	3	3	4	2
23	Fibre Packaging / Visy Board	3	3	3	3	3	3	3	3	4	3	2	2
24	Paper / Pulp & Paper	3	3	3	3	2	3	3	3	3	3	2	2
25	Recycling	3	2	4	3	2	2	3	3	3	3	3	1
26	Corporate / Executives	3	2	2	2	3	2	3	2	3	2	3	1
27	Fibre Packaging / Visy Board	3	3	3	3	2	3	3	3	3	3	3	2
28	Corporate / Executives	3	2	4	2	2	2	4	2	3	2	3	1
29	Fibre Packaging / Visy Board	3	3	3	3	2	3	2	3	3	3	3	2
30	Paper / Pulp & Paper	3	3	3	3	3	3	3	3	3	3	3	3
31	Paper / Pulp & Paper	4	3	4	3	2	3	4	3	3	3	3	3
32	Corporate / Executives	3	2	2	2	2	2	2	2	2	3	2	2
33	Recycling	3	2	3	3	3	3	4	3	3	3	3	2
34	Primary Packaging / Vispak Beverages	4	3	4	3	3	3	4	3	3	3	4	3
35	Fibre Packaging / Visy Board	4	3	4	3	3	3	4	3	3	3	4	3
36	Corporate / Executives	3	2	3	2	2	2	2	3	3	3	2	2
37	Paper / Pulp & Paper	3	3	3	3	3	3	3	3	3	3	3	3
38	Recycling	3	3	2	3	3	3	3	3	2	3	1	2
39	Recycling	4	3	4	3	3	3	4	3	3	3	3	2
40	Fibre Packaging / Visy Board	4	3	4	3	3	3	4	3	3	3	3	3
41	Paper / Pulp & Paper	3	3	3	3	3	3	3	4	3	3	2	3
42	New/Emerging / Specialties	3	2	3	2	3	3	4	2	3	3	3	2
43	Fibre Packaging / Visy Board	3	3	3	3	2	3	2	3	3	3	2	3
44	Primary Packaging / Vispak Beverages	3	3	3	3	2	3	2	3	3	3	2	3
45	Corporate / Executives		2		2		2		3		3		2
46	Corporate / Executives		2		3		3		3		3		2
47	Corporate / Executives		2		3		3		3		3		2
48	Corporate / Executives		3		3		3		3		3		2
49	Corporate / Executives		3		3		3		3		3		2
50	Corporate / Executives		3		3		3		3		3		3
51	Corporate / Executives		3		3		3		4		4		3
52	Fibre Packaging / Visy Board		3		3		3		3		3		3

53	Fibre Packaging / Visy Board		3		3		3		3		3		3
54	Fibre Packaging / Visy Board		3		3		4		4		4		4
55	Fibre Packaging / Visy Board		3		4		4		4		4		4
56	Primary Packaging / Vispak Beverages		3		3		3		3		3		3
57	Primary Packaging / Vispak Beverages		3		3		3		3		3		3
58	Primary Packaging / Vispak Beverages		3		3		4		3		3		3
59	Primary Packaging / Vispak Beverages		3		3		4		4		3		3
60	Primary Packaging / Vispak Beverages		3		3		4		4		4		4
61	Recycling		3		3		3		3		3		2
62	Recycling		3		3		3		3		3		2
63	Recycling		3		3		3		3		3		2
64	Recycling		3		3		3		3		3		2
65	Recycling		3		3		3		3		3		2
66	Recycling		3		3		3		3		3		3
67	Recycling		3		3		3		3		3		3
68	Recycling		3		3		3		3		3		3
69	Recycling		3		3		3		3		3		3
70	Recycling		3		3		3		3		3		3
71	Recycling		3		3		3		3		3		3
72	Recycling		3		3		3		3		3		3
73	Recycling		3		3		3		3		3		3
74	Recycling		3		3		3		3		3		3
75	Recycling		3		3		3		4		4		3
76	Recycling		3		3		3		4		4		3
77	Recycling		3		3		3		4		4		3
78	Recycling		3		4		3		4		4		4
79	Recycling		4		4		3		4		4		4
80	Paper / Pulp & Paper		3		3		3		4		4		3
81	Paper / Pulp & Paper		3		4		4		4		4		4
82	New/Emerging / Specialties		3		3		3		3		3		2
83	New/Emerging / Specialties		3		3		3		3		3		3
84	New/Emerging / Specialties		3		3		3		3		3		3

85	New/Emerging / Specialties		3		3		3		3		3		3
86	New/Emerging / Specialties		3		3		3		3		3		3
87	New/Emerging / Specialties		3		3		3		3		3		3
88	New/Emerging / Specialties		3		3		3		3		3		3
89	New/Emerging / Specialties		3		3		3		3		3		3
90	New/Emerging / Specialties		3		3		3		4		4		3
91	New/Emerging / Specialties		3		3		3		4		4		3
92	New/Emerging / Specialties		3		3		3		4		4		4
93	VIP		2		2		2		1		2		2
94	VIP		2		2		2		2		2		2
95	VIP		2		2		3		2		3		2
96	VIP		2		2		3		2		3		2
97	VIP		3		3		3		2		3		3
98	VIP		3		3		3		3		3		3
99	VIP		3		3		3		3		3		3
100	VIP		3		3		3		3		3		3
101	VIP		3		3		3		3		3		3
102	VIP		3		3		3		3		3		3
103	VIP		3		3		3		3		3		3
104	VIP		3		3		3		3		3		3
105	VIP		3		3		3		3		3		3
106	VIP		3		3		3		3		3		3
107	VIP		3		3		3		3		4		3
108	VIP		3		3		3		2		4		4
109	VIP		3		4		4		2		4		4
110	Vispak Food		3		2		3		2		3		2
111	Vispak Food		3		3		3		3		3		2
112	Vispak Food		3		3		3		3		3		2
113	Vispak Food		3		3		3		3		3		3
114	Vispak Food		3		3		3		4		3		3
115	Vispak Food		3		3		3		4		3		3
116	Vispak Food		3		3		3		4		4		3
117	Vispak Food		3		3		3		4		4		4
118	Vispak Food		3		3		4		4		4		4

### *Safety Commitment Comparisons*

SI No.	New Division	I would describe my level of commitment toward OHS improvement as		I would describe the level of commitment of Visy senior management toward OHS improvement as		I would describe the level of commitment of plant managers and leaders toward OHS improvement as		I would describe the level of commitment of Visy employees generally toward OHS improvement as	
		2008	2005	2008	2005	2008	2005	2008	2005
1	Primary Packaging / Vispak Beverages	1	1	2	1	1	1	2	1
2	Primary Packaging / Vispak Beverages	2	1	2	1	1	1	2	1
3	New/Emerging / Specialties	1	1	3	1	2	1	2	1
4	Primary Packaging / Vispak Beverages	1	1	3	1	2	1	3	2
5	Fibre Packaging / Visy Board	1	1	1	1	1	1	2	1
6	Primary Packaging / Vispak Beverages	1	1	2	1	1	1	2	2
7	Paper / Pulp & Paper	1	1	1	1	3	1	3	1
8	New/Emerging / Specialties	1	1	1	1	3	1	2	2
9	Recycling	1	1	2	1	1	1	2	1
10	Fibre Packaging / Visy Board	1	1	2	1	2	1	2	1
11	Primary Packaging / Vispak Beverages	1	1	1	1	1	1	2	2
12	Primary Packaging / Vispak Beverages	1	1	1	1	1	1	2	2
13	Recycling	1	1	2	1	1	1	2	1
14	Paper / Pulp & Paper	1	1	2	1	2	1	2	2
15	Paper / Pulp & Paper	1	1	1	1	1	2	1	2
16	Fibre Packaging / Visy Board	1	1	1	1	1	1	2	2
17	Primary Packaging / Vispak Beverages	1	1	2	2	1	1	2	2
18	Primary Packaging / Vispak Beverages	1	1	2	2	3	1	3	2
19	New/Emerging / Specialties	1	1	3	2	3	1	2	2
20	Recycling	1	1	2	1	2	1	2	2
21	Fibre Packaging / Visy Board	1	1	2	1	2	1	3	2
22	Fibre Packaging / Visy Board	1	1	1	1	1	2	2	2
23	Fibre Packaging / Visy Board	1	1	3	1	3	2	2	2
24	Paper / Pulp & Paper	1	1	2	1	2	2	2	2

25	Recycling	1	1	3	1	2	1	3	2
26	Corporate / Executives	2	1	3	1	2	1	2	1
27	Fibre Packaging / Visy Board	1	1	2	2	1	2	3	2
28	Corporate / Executives	3	1	2	1	2	2	2	1
29	Fibre Packaging / Visy Board	1	1	3	2	1	2	2	2
30	Paper / Pulp & Paper	2	1	2	2	1	2	2	3
31	Paper / Pulp & Paper	1	1	1	2	1	2	3	3
32	Corporate / Executives	1	1	4	2	3	2	2	1
33	Recycling	1	1	2	1	2	1	2	2
34	Primary Packaging / Vispak Beverages	1	1	1	2	1	2	2	2
35	Fibre Packaging / Visy Board	1	1	2	2	2	2	2	2
36	Corporate / Executives	1	1	2	2	2	2	3	1
37	Paper / Pulp & Paper	1	2	1	2	2	2	2	3
38	Recycling	2	1	2	1	2	1	3	2
39	Recycling	1	1	3	1	1	1	2	2
40	Fibre Packaging / Visy Board	1	1	1	2	1	2	2	3
41	Paper / Pulp & Paper	1	2	2	3	1	2	2	3
42	New/Emerging / Specialties	2	1	3	2	2	2	2	2
43	Fibre Packaging / Visy Board	3	1	4	2	3	2	3	3
44	Primary Packaging / Vispak Beverages	1	2	3	2	3	2	3	2
45	Corporate / Executives		1		2		2		2
46	Corporate / Executives		1		2		2		2
47	Corporate / Executives		2		2		2		2
48	Corporate / Executives		2		3		3		2
49	Corporate / Executives		2		3		3		2
50	Corporate / Executives		2		3		3		2
51	Corporate / Executives		3		3		3		3
52	Fibre Packaging / Visy Board		1		2		3		3
53	Fibre Packaging / Visy Board		2		2		3		3
54	Fibre Packaging / Visy Board		2		3		3		3
55	Fibre Packaging / Visy Board		2		3		3		1
56	New/Emerging / Specialties		1		2		2		2
57	New/Emerging / Specialties		1		2		2		2
58	New/Emerging / Specialties		1		2		2		2
59	New/Emerging / Specialties		1		2		2		2



60	New/Emerging / Specialties		1		3		2		2
61	New/Emerging / Specialties		1		3		2		2
62	New/Emerging / Specialties		2		3		2		3
63	New/Emerging / Specialties		2		3		3		3
64	New/Emerging / Specialties		2		3		3		3
65	New/Emerging / Specialties		2		3		3		3
66	New/Emerging / Specialties		3		4		3		3
67	Paper / Pulp & Paper		2		3		3		3
68	Paper / Pulp & Paper		3		3		3		3
69	Primary Packaging / Vispak Beverages		2		2		2		2
70	Primary Packaging / Vispak Beverages		2		2		2		3
71	Primary Packaging / Vispak Beverages		2		3		3		3
72	Primary Packaging / Vispak Beverages		2		3		3		3
73	Primary Packaging / Vispak Beverages		2		3		3		4
74	Recycling		1		1		1		2
75	Recycling		1		2		1		2
76	Recycling		1		2		1		2
77	Recycling		1		2		1		2
78	Recycling		1		2		1		2
79	Recycling		1		2		1		2
80	Recycling		1		2		1		2
81	Recycling		1		2		2		2
82	Recycling		1		2		2		2
83	Recycling		1		2		2		2
84	Recycling		1		2		2		2
85	Recycling		1		2		2		2
86	Recycling		1		2		2		2
87	Recycling		1		2		2		3
88	Recycling		2		3		2		3
89	Recycling		2		3		2		3
90	Recycling		2		3		2		3
91	Recycling		2		3		3		3
92	Recycling		3		4		4		4
93	VIP		1		1		1		1
94	VIP		1		1		1		1

95	VIP		1		1		1		2
96	VIP		1		1		1		2
97	VIP		1		1		1		2
98	VIP		1		1		2		2
99	VIP		1		2		2		2
100	VIP		1		2		2		2
101	VIP		1		2		2		2
102	VIP		2		2		2		2
103	VIP		2		2		2		2
104	VIP		2		2		2		2
105	VIP		2		2		2		2
106	VIP		2		3		2		3
107	VIP		2		3		2		3
108	VIP		2		3		3		3
109	VIP		2		4		3		3
110	Vispak Food		1		1		1		1
111	Vispak Food		1		1		1		1
112	Vispak Food		1		1		1		1
113	Vispak Food		1		1		1		1
114	Vispak Food		1		1		1		1
115	Vispak Food		1		1		1		2
116	Vispak Food		1		2		2		2
117	Vispak Food		2		2		2		3
118	Vispak Food		2		3		3		3

### *Safety Engagement Comparisons Part I*

SI No.	New Division	Attended a safety committee meeting		Discussed safety at a work team meeting		Taken part in a plant and equipment risk assessment		Taken part in a chemical risk assessment		Conducted a safety inspection	
		2008	2005	2008	2005	2008	2005	2008	2005	2008	2005
1	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
2	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
3	New/Emerging / Specialties	Y	Y	Y	Y	N	Y	N	Y	N	Y
4	Primary Packaging / Vispak Beverages	N	Y	Y	Y	Y	Y	N	Y	Y	Y
5	Fibre Packaging / Visy Board	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
6	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	Y	Y	N	Y	Y
7	Paper / Pulp & Paper	Y	Y	Y	Y	Y	Y	N	Y	Y	Y
8	New/Emerging / Specialties	Y	Y	Y	Y	Y	Y	N	Y	Y	Y
9	Recycling	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
10	Fibre Packaging / Visy Board	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
11	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	Y	N	N	Y	Y
12	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	Y	Y	N	Y	Y
13	Recycling	Y	Y	Y	Y	Y	Y	N	Y	Y	Y
14	Paper / Pulp & Paper	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
15	Paper / Pulp & Paper	Y	Y	Y	Y	N	Y	N	Y	Y	Y
16	Fibre Packaging / Visy Board	Y	Y	Y	Y	Y	Y	N	Y	Y	Y
17	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	Y	Y	N	Y	Y
18	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	Y	Y	N	Y	Y
19	New/Emerging / Specialties	Y	Y	Y	Y	Y	Y	Y	N	Y	Y
20	Recycling	Y	Y	Y	Y	Y	Y	N	N	Y	Y
21	Fibre Packaging / Visy Board	N	Y	Y	Y	Y	Y	N	Y	Y	Y
22	Fibre Packaging / Visy Board	N	Y	Y	Y	N	Y	N	Y	N	Y
23	Fibre Packaging / Visy Board	Y	Y	Y	Y	Y	Y	N	N	Y	Y
24	Paper / Pulp & Paper	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
25	Recycling	Y	Y	Y	Y	Y	Y	Y	N	Y	Y
26	Corporate / Executives	Y	Y	Y	Y	Y	Y	N	Y	Y	Y
27	Fibre Packaging / Visy Board	Y	Y	Y	Y	Y	Y	Y	N	Y	Y

28	Corporate / Executives	N	Y	Y	Y	N	Y	N	N	Y	Y
29	Fibre Packaging / Visy Board	Y	Y	Y	Y	Y	Y	N	N	Y	Y
30	Paper / Pulp & Paper	Y	Y	Y	Y	Y	Y	N	Y	Y	Y
31	Paper / Pulp & Paper	Y	Y	Y	Y	Y	Y	Y	N	Y	Y
32	Corporate / Executives	Y	Y	Y	Y	Y	Y	N	N	Y	Y
33	Recycling	Y	Y	Y	Y	Y	Y	N	N	Y	Y
34	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	Y	Y	N	Y	Y
35	Fibre Packaging / Visy Board	Y	Y	Y	Y	Y	Y	N	N	Y	Y
36	Corporate / Executives	N	Y	Y	Y	N	N	N	N	N	Y
37	Paper / Pulp & Paper	Y	Y	Y	Y	Y	Y	N	N	Y	Y
38	Recycling	Y	Y	Y	Y	N	Y	N	N	N	Y
39	Recycling	Y	Y	Y	Y	Y	Y	N	N	Y	Y
40	Fibre Packaging / Visy Board	Y	Y	Y	Y	Y	N	N	N	Y	Y
41	Paper / Pulp & Paper	Y	Y	Y	Y	Y	N	N	N	Y	N
42	New/Emerging / Specialties	Y	Y	Y	Y	N	Y	N	N	Y	Y
43	Fibre Packaging / Visy Board	Y	Y	Y	Y	Y	N	N	N	Y	N
44	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	Y	N	N	Y	Y
45	Corporate / Executives		Y		Y		N		N		N
46	Corporate / Executives		Y		Y		N		N		N
47	Corporate / Executives		N		Y		N		N		N
48	Corporate / Executives		N		Y		N		N		N
49	Corporate / Executives		N		Y		N		N		N
50	Corporate / Executives		N		Y		N		N		N
51	Corporate / Executives		N		N		N		N		N
52	Fibre Packaging / Visy Board		Y		Y		N		N		N
53	Fibre Packaging / Visy Board		Y		Y		N		N		N
54	Fibre Packaging / Visy Board		Y		Y		N		N		N
55	Fibre Packaging / Visy Board		N		Y		N		N		N
56	Primary Packaging / Vispak Beverages		Y		Y		Y		N		Y
57	Primary Packaging / Vispak Beverages		Y		Y		N		N		N
58	Primary Packaging / Vispak Beverages		Y		Y		N		N		N
59	Primary Packaging / Vispak Beverages		N		Y		N		N		N
60	Primary Packaging / Vispak Beverages		N		Y		N		N		N
61	Recycling		Y		Y		Y		N		Y
62	Recycling		Y		Y		Y		N		Y

63	Recycling		Y		Y		Y		N		Y
64	Recycling		Y		Y		Y		N		Y
65	Recycling		Y		Y		Y		N		Y
66	Recycling		Y		Y		Y		N		Y
67	Recycling		Y		Y		Y		N		Y
68	Recycling		Y		Y		Y		N		Y
69	Recycling		Y		Y		Y		N		Y
70	Recycling		Y		Y		Y		N		Y
71	Recycling		Y		Y		Y		N		Y
72	Recycling		Y		Y		Y		N		Y
73	Recycling		Y		Y		Y		N		Y
74	Recycling		Y		Y		Y		N		N
75	Recycling		Y		Y		N		N		N
76	Recycling		Y		Y		N		N		N
77	Recycling		N		Y		N		N		N
78	Recycling		N		Y		N		N		N
79	Recycling		N		N		N		N		N
80	Paper / Pulp & Paper		Y		Y		N		N		N
81	Paper / Pulp & Paper		N		Y		N		N		N
82	New/Emerging / Specialties		Y		Y		Y		N		Y
83	New/Emerging / Specialties		Y		Y		Y		N		Y
84	New/Emerging / Specialties		Y		Y		Y		N		Y
85	New/Emerging / Specialties		Y		Y		Y		N		Y
86	New/Emerging / Specialties		Y		Y		Y		N		Y
87	New/Emerging / Specialties		Y		Y		Y		N		Y
88	New/Emerging / Specialties		Y		Y		Y		N		Y
89	New/Emerging / Specialties		Y		Y		N		N		Y
90	New/Emerging / Specialties		N		Y		N		N		N
91	New/Emerging / Specialties		N		N		N		N		N
92	New/Emerging / Specialties		N		N		N		N		N
93	VIP		Y		Y		Y		Y		Y
94	VIP		Y		Y		Y		Y		Y
95	VIP		Y		Y		Y		Y		Y
96	VIP		Y		Y		Y		Y		Y
97	VIP		Y		Y		Y		Y		Y

98	VIP		Y		Y		Y		N		Y
99	VIP		Y		Y		Y		N		Y
100	VIP		Y		Y		Y		N		Y
101	VIP		Y		Y		Y		N		Y
102	VIP		Y		Y		Y		N		Y
103	VIP		Y		Y		N		N		Y
104	VIP		Y		Y		N		N		Y
105	VIP		Y		Y		N		N		Y
106	VIP		Y		Y		N		N		Y
107	VIP		Y		Y		N		N/A		N
108	VIP		Y		Y		N		N/A		N
109	VIP		N		N		N		N/A		N
110	Vispak Food		Y		Y		Y		Y		Y
111	Vispak Food		Y		Y		Y		Y		Y
112	Vispak Food		Y		Y		Y		N		Y
113	Vispak Food		Y		Y		Y		N		Y
114	Vispak Food		Y		Y		N		N		Y
115	Vispak Food		Y		Y		N		N		Y
116	Vispak Food		Y		N		N		N		Y
117	Vispak Food		Y		N		N		N		N
118	Vispak Food		N		N		N		N		N

## *Safety Engagement Comparisons Part II*

SI No.	New Division	Attended training on some aspect of OHS		Conducted an incident investigation of any medical or lost time injury		Been involved in a Workcover claims review		Organised a safety activity or initiative with the aim of improving plant OHS.	
		2008	2005	2008	2005	2008	2005	2008	2005
1	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	Y	Y	Y
2	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	Y	Y	Y
3	New/Emerging / Specialties	N	Y	N	Y	Y	Y	N	Y
4	Primary Packaging / Vispak Beverages	N	Y	Y	Y	Y	Y	Y	Y
5	Fibre Packaging / Visy Board	N	Y	Y	Y	Y	Y	Y	Y
6	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	Y	Y	Y
7	Paper / Pulp & Paper	Y	Y	Y	Y	Y	Y	Y	Y
8	New/Emerging / Specialties	N	Y	Y	Y	N	Y	Y	Y
9	Recycling	Y	Y	Y	Y	Y	Y	Y	Y
10	Fibre Packaging / Visy Board	Y	Y	Y	Y	Y	Y	Y	Y
11	Primary Packaging / Vispak Beverages	N	Y	Y	Y	Y	Y	Y	Y
12	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	Y	Y	Y
13	Recycling	Y	Y	Y	Y	Y	Y	Y	Y
14	Paper / Pulp & Paper	Y	Y	Y	Y	Y	Y	Y	Y
15	Paper / Pulp & Paper	N	Y	Y	Y	N	Y	Y	Y
16	Fibre Packaging / Visy Board	N	Y	Y	Y	N	Y	Y	Y
17	Primary Packaging / Vispak Beverages	N	Y	Y	Y	Y	Y	Y	Y
18	Primary Packaging / Vispak Beverages	Y	Y	Y	Y	Y	N	Y	Y
19	New/Emerging / Specialties	N	Y	Y	Y	Y	Y	Y	Y
20	Recycling	Y	Y	Y	Y	Y	Y	Y	Y
21	Fibre Packaging / Visy Board	Y	Y	N	Y	Y	Y	Y	Y
22	Fibre Packaging / Visy Board	N	Y	N	Y	N	Y	Y	Y
23	Fibre Packaging / Visy Board	N	Y	Y	Y	Y	Y	Y	Y
24	Paper / Pulp & Paper	Y	Y	Y	Y	Y	Y	Y	Y
25	Recycling	Y	Y	Y	Y	Y	Y	Y	Y
26	Corporate / Executives	Y	Y	Y	Y	N	Y	Y	Y
27	Fibre Packaging / Visy Board	Y	Y	Y	Y	Y	Y	Y	Y

28	Corporate / Executives	Y	Y	N	Y	Y	Y	N	Y
29	Fibre Packaging / Visy Board	Y	Y	N	Y	Y	Y	Y	Y
30	Paper / Pulp & Paper	Y	Y	N	Y	N	Y	Y	Y
31	Paper / Pulp & Paper	Y	Y	Y	N	Y	Y	Y	Y
32	Corporate / Executives	Y	Y	Y	Y	Y	Y	Y	Y
33	Recycling	Y	Y	Y	Y	Y	Y	Y	Y
34	Primary Packaging / Vispak Beverages	Y	Y	Y	N	Y	N	Y	Y
35	Fibre Packaging / Visy Board	Y	Y	Y	N	Y	Y	Y	Y
36	Corporate / Executives	N	Y	N	N	Y	Y	Y	Y
37	Paper / Pulp & Paper	N	N	N	N	N	Y	Y	Y
38	Recycling	N	Y	N	Y	Y	Y	N	Y
39	Recycling	Y	Y	Y	Y	N	Y	Y	Y
40	Fibre Packaging / Visy Board	N	Y	N	N	Y	N	Y	Y
41	Paper / Pulp & Paper	N	N	Y	N	Y	Y	Y	Y
42	New/Emerging / Specialties	N	Y	Y	Y	Y	Y	N	Y
43	Fibre Packaging / Visy Board	N	N	N	N	Y	N	Y	Y
44	Primary Packaging / Vispak Beverages	N	Y	N	N	Y	N	Y	Y
45	Corporate / Executives		Y		N		Y		Y
46	Corporate / Executives		N		N		Y		Y
47	Corporate / Executives		N		N		Y		Y
48	Corporate / Executives		N		N		N		Y
49	Corporate / Executives		N		N		N		Y
50	Corporate / Executives		N		N		N		N
51	Corporate / Executives		N		N		N		N
52	Fibre Packaging / Visy Board		N		N		N		Y
53	Fibre Packaging / Visy Board		N		N		N		Y
54	Fibre Packaging / Visy Board		N		N		N		Y
55	Fibre Packaging / Visy Board		N		N		N		N
56	Primary Packaging / Vispak Beverages		Y		N		N		Y
57	Primary Packaging / Vispak Beverages		Y		N		N		Y
58	Primary Packaging / Vispak Beverages		Y		N		N		Y
59	Primary Packaging / Vispak Beverages		N		N		N		N
60	Primary Packaging / Vispak Beverages		N		N		N		N
61	Recycling		Y		Y		Y		Y
62	Recycling		Y		Y		Y		Y



63	Recycling		Y		Y		Y		Y
64	Recycling		Y		Y		Y		Y
65	Recycling		N		Y		Y		Y
66	Recycling		N		Y		Y		Y
67	Recycling		N		Y		Y		Y
68	Recycling		N		Y		Y		Y
69	Recycling		N		Y		Y		Y
70	Recycling		N		N		Y		Y
71	Recycling		N		N		N		Y
72	Recycling		N		N		N		Y
73	Recycling		N		N		N		Y
74	Recycling		N		N		N		Y
75	Recycling		N		N		N		Y
76	Recycling		N		N		N		Y
77	Recycling		N		N		N		N
78	Recycling		N		N		N		N
79	Recycling		N		N		N		N
80	Paper / Pulp & Paper		N		N		N		N
81	Paper / Pulp & Paper		N		N		N		N
82	New/Emerging / Specialties		Y		Y		Y		Y
83	New/Emerging / Specialties		Y		Y		Y		Y
84	New/Emerging / Specialties		N		Y		Y		Y
85	New/Emerging / Specialties		N		N		Y		Y
86	New/Emerging / Specialties		N		N		Y		Y
87	New/Emerging / Specialties		N		N		Y		Y
88	New/Emerging / Specialties		N		N		N		Y
89	New/Emerging / Specialties		N		N		N		Y
90	New/Emerging / Specialties		N		N		N		Y
91	New/Emerging / Specialties		N		N		N		N
92	New/Emerging / Specialties		N		N		N		N
93	VIP		Y		Y		Y		Y
94	VIP		Y		Y		Y		Y
95	VIP		Y		Y		Y		Y
96	VIP		Y		Y		Y		Y
97	VIP		Y		Y		Y		Y

98	VIP		Y		Y		Y		Y
99	VIP		Y		N		Y		Y
100	VIP		Y		N		Y		Y
101	VIP		Y		N		Y		Y
102	VIP		Y		N		N		Y
103	VIP		Y		N/A		N		Y
104	VIP		N		N/A		N		Y
105	VIP		N		N/A		N/A		N
106	VIP		N		N/A		N/A		N
107	VIP		N		N/A		N/A		N
108	VIP		N		N/A		N/A		N
109	VIP		N		N/A		N/A		N
110	Vispak Food		Y		Y		Y		Y
111	Vispak Food		Y		Y		Y		Y
112	Vispak Food		Y		Y		Y		Y
113	Vispak Food		Y		Y		Y		Y
114	Vispak Food		N		Y		Y		Y
115	Vispak Food		N		N		Y		Y
116	Vispak Food		N		N		N		Y
117	Vispak Food		N		N		N		N
118	Vispak Food		N		N		N		N

## **APPENDIX 7.4**

### **SAFETY CLIMATE STATISTICAL ANALYSIS, T-TEST OF SIGNIFICANCE BETWEEN CLIMATE SURVEY I AND II**

**Safety Climate****Group Statistics**

Year	N	Mean	Std. Deviation	Std. Error Mean
2008	44	3.23	0.349	0.053
2005	118	2.77	0.442	0.041

**Independent****Samples Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means						
								95% Confidence Interval of the Difference	
	F	Sig.	t	df	Sig(2 tailed)	Mean difference	Std. Error Difference	Lower	Upper
Equal variances assumed	5.463	0.021	6.167	160	0	0.456	0.074	0.31	0.602
Equal Variances not assumed			6.863	97.077	0	0.456	0.066	0.324	0.588

**Safety  
Management  
Group Statistics**

Year	N	Mean	Std. Deviation	Std. Error Mean
2008	44	3.24	0.51	0.077
2005	118	2.86	0.476	0.044

**Independent  
Samples Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means						
								95% Confidence Interval of the Difference	
	F	Sig.	t	df	Sig(2 tailed)	Mean difference	Std. Error Difference	Lower	Upper
Equal variances assumed	2.887	0.091	4.505	160	0	0.386	0.086	0.217	0.556
Equal Variances not assumed			4.365	72.681	0	0.386	0.089	0.21	0.563

**Safety  
Standards**

**Group Statistics**

Year	N	Mean	Std. Deviation	Std. Error Mean
2008	44	2.5	0.301	0.045
2005	118	2.86	0.505	0.046

**Independent  
Samples Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means						
								95% Confidence Interval of the Difference	
	F	Sig.	t	df	Sig(2 tailed)	Mean difference	Std. Error Difference	Lower	Upper
Equal variances assumed	5.155	0.025	-4.533	160	0	-0.368	0.081	-0.528	-0.207
Equal Variances not assumed			-5.659	128.539	0	-0.368	0.065	-0.496	-0.239

**Safety  
Communication  
Group Statistics**

Year	N	Mean	Std. Deviation	Std. Error Mean
2008	44	3.13	0.551	0.083
2005	118	2.98	0.627	0.058

**Independent  
Samples Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
	F	Sig.	t	df	Sig(2 tailed)	Mean difference	Std. Error Difference	Lower	Upper
Equal variances assumed	0.788	0.376	1.376	160	0.171	0.148	0.107	-0.064	0.36
Equal Variances not assumed			1.459	87.039	0.148	0.148	0.101	-0.053	0.349

**Responsibility  
for Safety**  
**Group Statistics**

Year	N	Mean	Std. Deviation	Std. Error Mean
2008	44	2.95	0.277	0.042
2005	118	3.07	0.519	0.048

**Independent  
Samples Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
			t	df	Sig(2 tailed)	Mean difference	Std. Error Difference	Lower	Upper
Equal variances assumed	2.236	0.137	-1.486	160	0.139	-0.122	0.082	-0.285	0.04
Equal Variances not assumed			-1.928	140.426	0.056	-0.122	0.063	-0.248	0.003



**Safety Training****Group Statistics**

Year	N	Mean	Std. Deviation	Std. Error Mean
2008	44	2.8	0.645	0.097
2005	118	2.57	0.768	0.071

**Independent****Samples Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means						
								95% Confidence Interval of the Difference	
	F	Sig.	t	df	Sig(2 tailed)	Mean difference	Std. Error Difference	Lower	Upper
Equal variances assumed	4.863	0.029	1.749	160	0.082	0.228	0.13	-0.029	0.485
Equal Variances not assumed			1.893	91.036	0.062	0.228	0.12	-0.011	0.467

## **APPENDIX 7.5**

### **SAFETY COMMITMENT STATISTICAL ANALYSIS, T-TEST OF SIGNIFICANCE BETWEEN CLIMATE SURVEY I AND II**

**Safety  
Commitment  
Group  
Statistics**

Group	Year	N	Mean	Std. Deviation	Std. Error Mean
Self	2008	44	1.204	0.509	0.077
	2005	118	1.355	0.547	0.05
Senior Management	2008	44	2.045	0.834	0.126
	2005	118	1.932	0.814	0.075
Plant Management	2008	44	1.727	0.758	0.114
	2005	118	1.83	0.743	0.068
Employees	2008	44	2.227	0.475	0.072
	2005	118	2.127	0.699	0.064

**Independent Samples Test**

		t-test for Equality of Means								
		Levene's Test for Equality of Variances							95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig(2 tailed)	Mean difference	Std. Error Difference	Lower	Upper
Self	Equal variances assumed	7.288	0.008	-1.595	160	0.113	-0.151	0.094	-0.339	0.036

	Equal Variances not assumed			-1.648	82.376	0.103	-0.151	0.091	-0.334	0.031
Senior Management	Equal variances assumed	0.049	0.825	0.783	160	0.435	0.113	0.145	-0.172	0.399
	Equal Variances not assumed			0.774	75.446	0.441	0.113	0.146	-0.178	0.405
Plant Management	Equal variances assumed	0.596	0.441	-0.782	160	0.435	-0.103	0.132	-0.364	0.157
	Equal Variances not assumed			-0.775	75.739	0.441	-0.103	0.133	-0.369	0.162
Employees	Equal variances assumed	3.365	0.068	0.887	160	0.382	0.1	0.114	-0.125	0.326
	Equal Variances not assumed			1.04	113.101	0.301	0.1	0.096	-0.091	0.291

## **APPENDIX 7.6**

### **SAFETY ENGAGEMENT STATISTICAL ANALYSIS, T-TEST OF SIGNIFICANCE BETWEEN CLIMATE SURVEY I AND II**

## ***SAFETY ENGAGEMENT***

Safety Activity	No. of Respondents	N	Mean	Std. Deviation	Std. Error Mean
Attended a safety meeting	2(2005)	118	1.8559	0.35266	0.03246
	1(2008)	44	1.8864	0.32104	0.04840
Discussed safety	2(2005)	118	1.9322	0.25247	0.02324
	1(2008)	44	2.0000	0.00000	0.00000
Performed an equipment assessment	2(2005)	118	1.6441	0.48084	0.04426
	1(2008)	44	1.8409	0.36999	0.05578
Carried out a chemical assessment	2(2005)	118	1.2119	0.41037	0.03778
	1(2008)	44	1.3636	0.48661	0.07336
Carried out an inspection	2(2005)	118	1.7203	0.45075	0.04149
	1(2008)	44	1.9091	0.29080	0.04384
Participated in training	2(2005)	118	1.5593	0.49859	0.04590
	1(2008)	44	1.5682	0.50106	0.07554
Carried out an investigation	2(2005)	118	1.4915	0.50206	0.04622
	1(2008)	44	1.7273	0.45051	0.06792
Participated in a Workcover meeting	2(2005)	118	1.6186	0.48779	0.04490
	1(2008)	44	1.8182	0.39015	0.05882
Carried out a safety initiative	2(2005)	118	1.8390	0.36911	0.03398
	1(2008)	44	1.9091	0.29080	0.04384



# **APPENDIX 8.1**

## **SCORECARD DEFINITIONS**



## **M E M O R A N D U M**

**TO:** Executives – Divisional General Managers, Safety Contacts and Managers  
**FROM:** Cliff Verhagen  
**DATE:** 3/8/2007  
**SUBJECT:** **Definitions of Safety Scorecard Measures**

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All,

This memorandum is to describe in more detail the Safety Scorecard Measures both in the Executive summary and Comprehensive Report.

### ***Executive Summary Definitions***

#### ***Lost Time Injuries (LTI's)***

##### ***Definition***

A lost time injury is a full shift off work due to a work related injury.

##### ***Notes***

- Based on incidents entered into the VisyROM database.
- If a person has a personal injury this is not included.
- If a person turns up to work and has an injury early in the shift and goes off work that is not classed as an LTI, it needs to be a full shift off work.
- If a person works a 12 hour shift it needs to be a full 12 hours off work to class as an LTI.
- If a person work a 8 hour shift it needs to be a full 8 hours off work to class as an LTI.
- If a person has an injury but does not have a full shift off until several weeks later, it is recorded as a medical injury first and then changed to an LTI when the shift is missed.

- When an incident is upgraded from a First Aid to a Medical Treated Injury to a Lost Time Injury it should only be included once in the statistics and type changed each time.
- Although in some states travelling to and from work may be classified under Workcover, it should not be classed as an LTI but entered into VisyROM as an incident.
- All LTI's should be considered to see if a safety alert should be raised, in other words can another site learn something from the incident.

## ***Medical Treatment Injury (Major)***

### ***Definition***

Where a person goes for medical treatment and is certified "fit for modified or restricted duties" (requiring a RTW plan) and/or additional treatment.

### ***Notes***

- Based on Medical Treatment Injuries(Major) entered into VisyROM.
- Typically there should be 4-5 MTI's for each LTI.
- If a person goes to the doctor and returns straight back to work an appointment is made for a follow up in a weeks time, this is not an MTI(Major).
- If a person goes to the doctor and returns straight back to work on normal duties but has a restriction where they must rest each hour or only lift less than 10kg, this is an MTI(Major).

## ***Medical Treatment Injury (Minor)***

### ***Definition***

Where a person goes for medical treatment and is certified "fit for normal duties" with no restrictions. A few follow up visits also fall into this category, provided the person remains on normal duties with no restrictions.

### ***Notes***

- Based on Medical Treatment Injuries(Minor) entered into VisyROM.
- Sometimes a person is sent off site to a doctor just to check they were ok, or to do First Aid Treatment it is an MTI(Minor). This encourages the early intervention and caution for minor injuries that may become worse later.
- Typically there should be 4-5 MTI's for each LTI.
- Sometimes a person is sent off site to a doctor just to check they were ok, or to do First Aid Treatment it is still a MTI.

## ***All Injury Frequency Rate***

### ***Definition***

The total number of injuries (LTI's, MTI's and FATI's) divided by the number of hours worked times 1,000,000.

### ***Time Frame***

This is a rolling 12 months value, eg. For August it is the injuries and hours from the beginning of September last year to the end of August this year.

### ***Notes***

- The number of LTI's, MTI's and FATI's comes from the VisyROM database of incident reporting.
- A high all injury frequency rate is not necessarily bad if there were a lot of first aids, however, if all injuries are recorded and the rate is low that is the best position.
- On average for every LTI there should be about 4-5 MTI's and for every MTI there should be about 4-5 FATI's, this will help give an indication if all injuries are being reported.
- This value should be looked at in conjunction with the severity rate, i.e. if the severity rate is high and the all injury frequency rate is high this is bad, it states there are a lot of injuries that are severe enough to result in a lot of lost time hours.
- This value should also be looked at with the detail report to see what proportion of the injuries are LTI, MTI and FATI.
- The target for this value is a 30% reduction in the next year.
- *Safety and Workcover Corporate calculates the value centrally through the VisyROM database.*

## ***Severity Rate***

### ***Definition***

Severity Rate is the number of workers compensation hours recorded for the period divided by the total number of injuries (LTI's, MTI's and FATI's)

### ***Time Frame***

This value is a rolling 12 months value as is for the all injury frequency rate.

### ***Notes***

- The number of injuries comes from the VisyROM incident reporting database
- The number of workers compensation hours comes from those hours that are flagged in the code for workers compensation in the central payroll system.
- The severity rate can be read as the number of hours lost per an injury.

- A high severity rate and a high all injury frequency rate is bad and indicates more work needs to be done on injury management and early intervention, see on-time reporting.
- A low severity rate and a low all injury rate is the best position provided all injuries are reported and all hours are recorded.
- Note the hours are only those flagged under the Workcover code in payroll, they do not include the other related codes such as salary continuance.
- The target is based on a 30% reduction
- *Safety and Workcover Corporate calculates the value centrally through the VisyROM database.*

## ***Employees on Workers Comp – On Return to Work Plan***

### ***Definition***

On return to work plan is those workers compensation cases where an employee is working other than their normal duties, i.e. restricted hours or duties.

### ***Time Frame***

This is the total of current open cases at the time the scorecard is generated, updated monthly.

### ***Notes***

- The information comes from the OccCorp database of recorded cases, hence it only covers those cases that are being managed by OccCorp through the sites.
- Does not include those cases that are being managed by the site and their insurer directly, i.e. those that do not use the OccCorp system.
- Does not include personal injuries (non work related).
- Does not include terminated employees no longer employed by Visy.
- Does not include cases in there early stages where a return to work plan has not been developed.
- In the majority, only premium sensitive claims are included (in the last three years).
- Does not include those cases that are on permanent light duties, longer than 3 years.
- *Safety and Workcover Corporate calculates the value centrally through the OccCorp database.*

## ***Employees on Workers Comp – Not at work***

### ***Definition***

Not at work is those workers compensation cases for current employees who are not at work at all, they are currently off work full time due to their injury.

### ***Time Frame***

This is the current open cases at the time of the scorecard report, updated monthly.

### ***Notes***

- The information comes from the OccCorp database of recorded cases, hence it only covers those cases that are being managed by OccCorp through the sites.
- Does not include those cases that are being managed by the site and their insurer directly, i.e. those that do not use the OccCorp system.
- Does not include personal injuries (non work related).
- Does not include terminated employees no longer employed by Visy.
- In the majority only premium sensitive claims are included (in the last three years).
- *Safety and Workcover Corporate calculates the value centrally through the OccCorp database.*

## ***On-time reporting of Injuries to the 1300 Number (%)***

### ***Definition***

On-time reporting of injuries is the number of injuries that require, or may require medical treatment (including all sprains and strains) and are reported to 1300 666 303 within 24 hours of the injury being reported to the site.

### ***Time Frame***

This is a year to date (calendar year) value, i.e. from January to the end of the current month. Eg. If a site had 2 out of 3 injuries report outside the 24 hour time frame the site would have achieve a measure of 66% on time, (2 out of 3). If, in the following, month another injury was reported on time the site would have achieved 75% (3 out of 4) on time.

### ***Notes***

- It does not cover those sites that are not using the 1300 # and this is where the initial focus should be, on getting all sites to report injuries through the 1300 number.
- Reporting an injury through 1300 does not mean that it will automatically be a workers compensation claim. Many become just a record or minor injury management required, which prevents it escalating to a claim.

- Because it is hard to judge whether an injury will require medical treatment, at the time of the incident, the site may choose to phone through anyway. The rule is if in doubt about whether the injury will result in medical treatment or not, call it through.
- It is recommended that the 1300 # be called by the immediate supervisor of the employee so they have ownership of the injuries that occur in their workplace.
- Sprain/strain type injuries are particularly hard to judge and result in over 50% of all claims, hence should be called through automatically.
- We are measuring the speed at which early intervention is instigated not the number of injuries reported.
- The OccCorp charge is an annual fee for all services paid centrally and charged out on a per head basis. We recommend you use the service you are being charged for.
- Just registering all injuries through to 1300 won't improve premium and injury management alone, it is the start of a complete system. Engaging OccCorp to assist you in the injury management is what will reduce claims costs.
- The 24 hour notification is based on the time from when the company knew about the injury to the time it was reported to the 1300 #.
- Ideally the injury should be reported immediately to 1300 to encourage the use of the preferred doctors etc., sometimes 24 hours later is too late.
- The 1300 # is available 24 hours a day, 7 days a week and response is quick.
- The target for on time reporting is over 85%
- *Safety and WorkCover Corporate calculates the value centrally through the OccCorp database.*

## ***Number of Risk Assessments Completed***

### ***Definition***

The number of risk assessments completed for the site.

### ***Time Frame***

It is the number completed for that calendar month

### ***Notes***

- Risk assessments can be a plant risk assessment (such as for new equipment) or a Job Safety and Environment Analysis (JSEA) done for tasks.
- This can also include risk assessments or JSEA's that a contractor would have to do on a site to carry out work, eg. As the airconditioning service man to provide a risk assessment or JSEA of his work.
- This can also include a risk assessment from another site on a similar equipment that has been obtained and reviewed for the site.
- A record must be maintained of the risk assessment and a process for addressing the issues that come out of the risk assessment or JSEA.
- To carry out a risk assessment of all plant and equipment on a site is a legal requirement.
- Every purchase of plant and equipment, must have a risk assessment completed before the capital is approved (Not just safety capital expenditure), these can be included in this number.
- A standard template and training can be provided.

- The target number of risk assessments is set by the site and divisional managers.
- This value must be entered by the sites on a monthly basis into Bportal.

## ***Workers Compensation Premium***

### ***Definition***

The total workers compensation premium cost per employee on the site.

### ***Time Frame***

This is based on the total annual premium (based on policy renewal) charged to the site which is updated quarterly.

### ***Notes***

- The premium cost comes from CGU, our national insurer in NSW and Vic, in Qld and SA it comes from the government, in WA and Tas it comes from our burner policies with CGU.
- The number of employees is the number of Full Time Equivalents (FTE) in the payroll system for that site. It does not include contractors or labour hire.
- The premium is calculated using Remuneration, Industry Rates and Claims Costs for each site.
- For a site with a low number of employees (<30), there could be a significant effect on premium allocation if there are one or two large claims.
- Premium is usually based on 3 years of claims data.
- The claims costs that go into the premium is the one that a site can influence, remuneration is fixed and industry rates are set by the government authority and change regularly.
- If this value is high it means the site needs to improve their injury and claims management.
- Based usually on three years of claims data. The claims costs for an employee with a closed claim, who is back on full duties, will be included in the claims costs used to calculate premium for that site, for 3 premium years.
- State legislation can significantly affect the premium, for example the Victorian model assigns an average estimate to similar claims, whereas the NSW model estimates more on the duration of the claim. The target is based on a 30% reduction.
- *Safety and WorkCover Corporate calculates the value centrally through premium information.*

## ***Workers Comp Medical Expenses Incurred***

### ***Definition***

This is the actual costs paid out to date by the insurer on open claims that are affecting premium.

## ***Time Frame***

This is the costs incurred for 3 years of claims that affect the premium.

## ***Notes***

- It is based on the same information for determining the workers compensation premium, i.e. from CGU and the government.
- This is the total paid amounts to date by the insurer on the claims, i.e. what the insurer has paid out in wages, medical costs etc.
- It does not take into account the future estimate the insurer places on the claim before it goes into the premium calculation. Eg. A hernia claim may have paid out \$3000 in costs to date but the claim would be estimated at \$24,000 in terms of claims cost for premium allocation.
- This represents the direct costs that would be paid under a self insurance model. Note: a self insurance model would have many other indirect costs such as staff to manage claims, a system to record claims and progress, etc.
- If this value is high it means there needs to be more work done on injury and claims management.
- To go from this value to the premium, need to include; future estimate of the claim, remuneration, industry classifications and state legislation differences (such as the F Factor multiples in NSW).
- *Safety and WorkCover Corporate calculates the value centrally through premium information.*

## ***Number of Workplace Audits Completed***

### ***Definition***

This is the number of workplace or housekeeping audits done by each site.

### ***Time Frame***

This is done on a monthly basis, in other words the number completed in the current calendar month.

### ***Notes***

- Workplace audits ensure that safety controls are maintained in the workplace and should be of sufficient details to cover all the controls in an area.
- It is recommended that one audit be done per a shift or team per a month.
- It should be the local area manager or supervisor that carries out the inspection with their safety representative, this helps to meet legal consultation requirements and acts as a managers defence against negligence.
- A standard template and training can be provided.
- The target is set by the site and divisional manager.



- The value is entered monthly by the site.

## ***Number of safety actions completed***

### ***Definition***

This is the number of safety actions completed on a site in a month.

### ***Time Frame***

It is based on the safety actions closed out in the month.

### ***Notes***

- This is a measure of the actual number of safety actions completed in the workplace to ensure continuous improvement in the safety of our employees in the workplace by what is physically done.
- It can include items identified in external and internal audits.
- It can include safety maintenance items that are not repairs or upkeep, such as installing a new guard, not the repair of a broken guard.
- It can include items that have been raised at a safety committee meeting that have been fixed and closed off.
- It shows we are addressing the issues that our employees are raising on a site and has a significant effect on the safety culture on a site.
- The targets are set by the site and divisional managers.
- The number of actions completed should be entered into the Bportal database each month by the site.

## ***Number of Toolbox Talks Completed***

### ***Definition***

This is the number of safety topics discussed on a site in a month.

### ***Time Frame***

The number of toolbox talks completed in the current month.

### ***Notes***

- Toolbox talks should a brief single topic of no longer than 5-10 minutes any longer and it is a safety meeting and should dealt with separately.
- Ideally the supervisor should carry out the talk with his immediate team.

- A toolbox talk can be; safety alert, traffic management issue, chemical awareness, emergency response message, issue resolution procedure, outcomes of a specific risk, a job start, Personal Protective Equipment (PPE) requirements in an area etc.
- A simple record should be kept specifying; date, topic and who was present.
- Toolbox provide evidence of training and consultation in accordance with legislation.
- Examples and training can be supplied.
- It is intended that there should be one toolbox talk per a week per a shift/team.
- The target is agreed by the site and divisional manager.
- The value should be entered each month into Bportal.

## ***Number of Incident Investigations***

### ***Definition***

It is the number of incident investigations carried out on the site in a month.

### ***Time Frame***

It is done on a monthly basis.

### ***Notes***

- There should be an incident investigation for each LTI, MTI and near miss recorded on the VisyROM database.
- An incident investigation should be of sufficient detail to determine two or three key items that should be implement to help prevent reoccurrence of an incident.
- This is critical so we learn from incidents to prevent them from reoccurring.
- An incident investigation template and training can be provided.
- The site will enter the number of incident investigations that carried out at the end of the month.
- The target is determined by the number of incidents recorded in VisyROM that require an investigation (MTI's, LTI's and near misses)

## ***First Aid Treatment Injury***

### ***Definition***

A First Aid Treatment Injury is an injury that could be treated by a qualified first aider, usually on site.

### ***Notes***

- Based on first aid injuries entered into the VisyROM database.
- Typically there should be 4-5 FATI's for each MTI.

- First aid treatment can be done by a level 1, 2 or 3 First Aider and still be classed as a first aid treatment.
- Every first aid treatment should be recorded.
- A high number of First Aids is not necessarily bad, ideally it should be zero, however if we record them all and put actions in place to prevent them, this can improve the safety in the workplace.

## **APPENDIX 8.2**

### **SAFETY SCORECARD JULY 2005 VS JULY 2006**



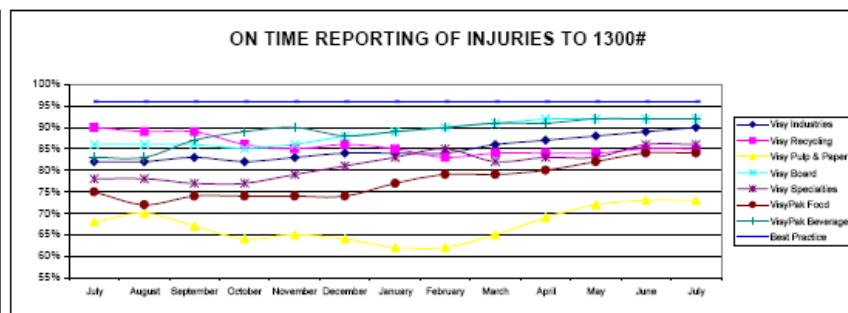
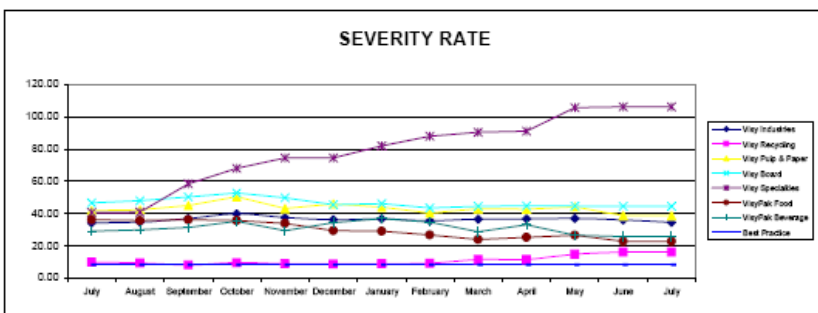
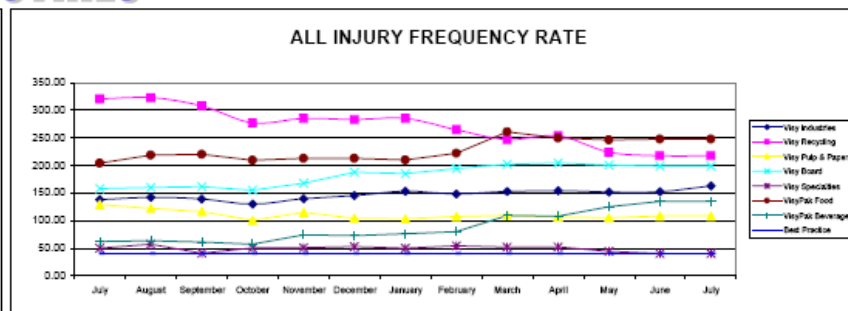
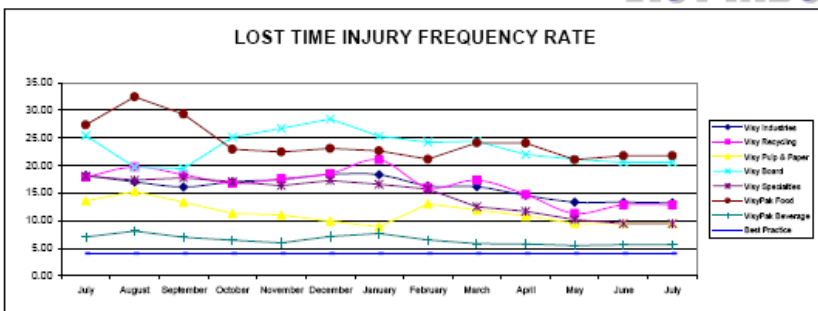
**VISY SAFETY KPI SCORECARD**  
**EXECUTIVE SUMMARY**  
**JULY 2006**

PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISY ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
Vley Recycling	12.48	198.86	18.00	6	0	84%	66	\$2,015	\$1,116	\$30,992
Vley Pulp & Paper	10.41	104.10	38.79	2	3	75%	57	\$2,829	\$834	\$205,504
Vley Board	21.55	209.34	44.74	20	8	93%	34	\$3,487	\$1,443	\$205,364
Vley Specialties	4.31	136.10	33.16	4	3	86%	16	\$1,786	\$649	\$34,528
Vley Food	24.41	247.73	21.70	6	1	86%	22	\$2,512	\$935	\$0
Vley Beverage	5.12	142.54	24.66	10	0	93%	136	\$2,512	\$749	\$0
VISY	13.17	162.85	34.43	48	15	90%	331	\$2,524	\$954	\$476,388

**JULY 2005**

PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISY ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
Vley Recycling	17.88	320.26	9.66	6	6	90%	39	\$2,647	\$1,052	\$61,058
Vley Pulp & Paper	13.55	116.10	35.50	1	1	68%	22	\$2,348	\$1,165	\$205,504
Vley Board	25.39	158.26	42.94	17	9	86%	24	\$3,925	\$1,689	\$763,204
Vley Specialties	18.06	50.08	40.58	12	2	78%	16	\$2,504	\$1,037	\$34,528
Vley Food	27.34	204.17	36.12	17	12	75%	5	\$1,597	\$714	\$0
Vley Beverage	7.03	62.17	25.72	8	2	83%	117	\$3,356	\$671	\$0
VISY	18.18	138.34	34.10	61	32	82%	223	\$2,729	\$1,055	\$1,064,294

# VISY INDUSTRIES





**VISY SAFETY KPI SCORECARD**  
**SUPPORTING INDICATORS**  
**JULY 2006**

PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTI's DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTI'S		NO. MTI'S		NO. FATT'S	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
Visy Recycling	68	152	62	8	51.89	0	16	4	69	8	164
Visy Pulp & Paper	75	1626	16	23	25.72	0	17	5	42	4	110
Visy Board	76	91	103	54	73.21	8	87	20	299	37	461
Visy Specialties	14	10	17	3	23.26	0	5	2	23	5	78
Visy Food	19	28	46	3	46.51	2	20	0	35	7	148
Visy Beverage	35	122	77	51	53.32	0	10	14	104	18	184
<b>VISY</b>	<b>287</b>	<b>2029</b>	<b>321</b>	<b>142</b>	<b>48.59</b>	<b>10</b>	<b>155</b>	<b>45</b>	<b>572</b>	<b>79</b>	<b>1145</b>

**JULY 2005**

PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTI's DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTI'S		NO. MTI'S		NO. FATT'S	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
Visy Recycling	64	126	67	14	76	0	22	8	93	24	279
Visy Pulp & Paper	24	1111	11	4	39.82	0	16	3	47	5	74
Visy Board	27	33	27	23	44.61	6	108	13	192	26	424
Visy Specialties	29	21	26	7	17.24	6	22	2	21	1	18
Visy Food	16	14	9	6	50.13	0	30	6	55	5	139
Visy Beverage	16	44	31	11	31.35	1	13	3	58	0	44
<b>VISY</b>	<b>176</b>	<b>1349</b>	<b>171</b>	<b>65</b>	<b>40.34</b>	<b>13</b>	<b>211</b>	<b>35</b>	<b>466</b>	<b>61</b>	<b>978</b>

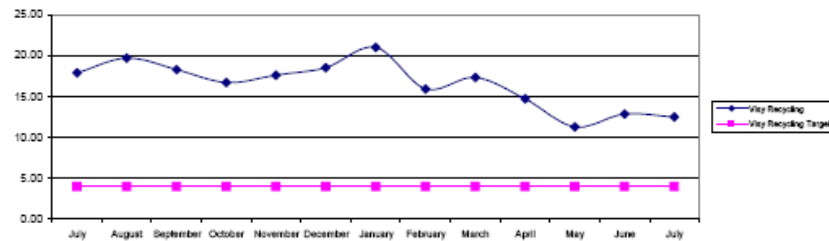
<b>VISY RECYCLING SAFETY KPI SCORECARD</b> <b>EXECUTIVE SUMMARY</b> <b>JULY 2006</b>										
PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISY ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
VR (Glass) NSW	24.54	343.61	0	0	0	100%	2	\$766	\$69	\$0
VR (Glass) QLD	29.75	773.57	0	0	0	33%	2	\$1,400	\$1,839	\$0
VR (Glass) SA	0	158.31	0	0	0	50%	1	\$1,751	\$143	\$0
VR (Glass) VIC	0	27.30	175.00	1	0	75%	2	\$1,698	\$31	\$0
VR (Kerb & Paper) Geelong	0	234.06	39.40	0	0	75%	2	\$642	\$223	\$0
VR (Kerb & Paper) Gibson Island	9.93	298.12	1.56	1	0	89%	2	\$2,585	\$1,852	\$0
VR (Kerb & Paper) Springvale	8.91	213.78	0.29	0	0	75%	1	\$1,326	\$2,003	\$30,992
VR (Kerbside) Banyule	15.62	78.10	63.00	1	0	100%	3	\$860	\$1,204	\$0
VR (Kerbside) Blacktown	11.93	429.48	1.31	0	0	90%	1	\$830	\$1,471	\$0
VR (Kerbside) Marrickville	76.22	330.27	8.54	1	0	93%	2	\$1,684	\$540	\$0
VR (Kerbside) Nudgee	31.56	126.34	7.60	0	0	100%	0	\$1,477	\$1,839	\$0
VR (Kerbside) Rydalmere	32.91	493.62	21.01	0	0	84%	1	\$4,461	\$4,929	\$0
VR (Kerbside) Swan Hill	0	126.59	0	0	0	100%	1	\$705	\$0	\$0
VR (Kerbside) Taren Point	0	293.55	8.26	1	0	94%	2	\$7,071	\$5,301	\$0
VR (Kerbside) Townsville	0	692.62	0	0	0	100%	2	\$1,698	\$1,886	\$0
VR (Paper) Botany	0	24.75	0	0	0	100%	2	\$1,062	\$42	\$0
VR (Paper) Coolaroo	0	15.38	29.75	0	0	100%	2	\$2,212	\$475	\$0
VR (Paper) Smithfield	25.07	37.61	291.83	0	0	100%	2	\$1,995	\$791	\$0
VR (Paper) WA	0	410.57	0	0	0	100%	5	\$2,796	\$373	\$0
VR Salvage Paper P/L	43.84	131.53	0	0	0	83%	2	\$3,287	\$65	\$0
VR Gold Coast	51.67	310.00	71.38	1	0	33%	12	\$1,477	\$1,698	\$0
VR Logan	0	0	0	0	0	100%	5	\$0	\$0	\$0
VR Smithfield	0	0	0	0	0	100%	2	\$0	\$0	\$0
VR Maroochydoore	0	0	0	0	0	100%	10	\$0	\$0	\$0
<b>Vic Recycling</b>	<b>12.48</b>	<b>198.86</b>	<b>18.00</b>	<b>8</b>	<b>0</b>	<b>84%</b>	<b>66</b>	<b>\$2,015</b>	<b>\$1,118</b>	<b>\$30,992</b>



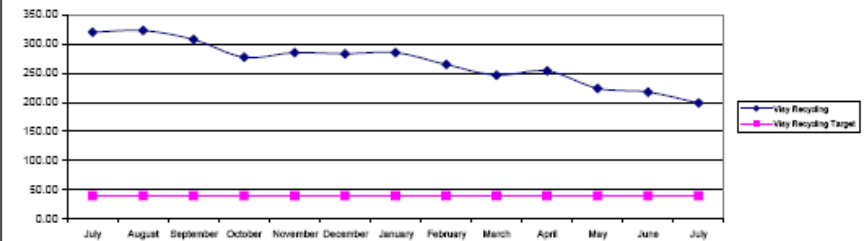
JULY 2005										
PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISIT ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
VR (Glass) NSW	22.86	45.72	0	1	0	100%	2	\$905	\$18	\$0
VR (Glass) QLD	0	1066.39	1.95	0	0	100%	2	\$2,309	\$0	\$0
VR (Glass) SA	0	404.63	0	0	0	100%	0	\$3,021	\$2,838	\$0
VR (Glass) VIC	14.47	43.42	0	1	0	67%	6	\$1,951	\$738	\$0
VR (Kerb & Paper) Geelong	79.03	1402.71	9.33	1	0	100%	2	\$2,346	\$1,774	\$0
VR (Kerb & Paper) Gibson Island	27.71	706.67	0	0	0	100%	1	\$2,309	\$0	\$30,056
VR (Kerb & Paper) Springvale	38.20	382.01	1.05	0	1	94%	2	\$1,862	\$1,205	\$30,992
VR (Kerbside) Banyule	24.13	603.30	6.13	0	0	100%	2	\$3,202	\$581	\$0
VR (Kerbside) Blacktown	11.70	466.67	1.95	0	1	100%	2	\$1,097	\$6,096	\$0
VR (Kerbside) Murrumbidgee	27.79	555.75	1.34	0	0	83%	3	\$1,097	\$0	\$0
VR (Kerbside) Nudgee	0	782.78	0	0	0	100%	1	\$2,309	\$0	\$0
VR (Kerbside) Rydalmere	36.60	439	17.79	2	0	33%	2	\$5,886	\$1,515	\$0
VR (Kerbside) Swan Hill	0	311.36	0	0	0	100%	1	\$2,258	\$0	\$0
VR (Kerbside) Taren Point	0	81.15	32.33	1	0	92%	2	\$5,967	\$2,610	\$0
VR (Kerbside) Townsville	0	1208.84	0	0	0	100%	0	\$2,309	\$0	\$0
VR (Paper) Botany	0	76.46	8.10	0	0	100%	2	\$5,411	\$954	\$0
VR (Paper) Coolaroo	7.94	63.52	42.01	0	1	0%	2	\$3,339	\$465	\$0
VR (Paper) Smithfield	14.10	84.58	8.75	0	0	100%	2	\$1,078	\$2,202	\$0
VR (Paper) WA	99.22	264.57	0	0	0	100%	2	\$1,270	\$57	\$0
VR Salvage Paper P/L	0	178.12	0	0	0	100%	2	\$3,021	\$0	\$0
Vley Recycling	17.88	\$20.28	9.88	8	3	90%	38	\$2,847	\$1,062	\$61,068

# VISY RECYCLING

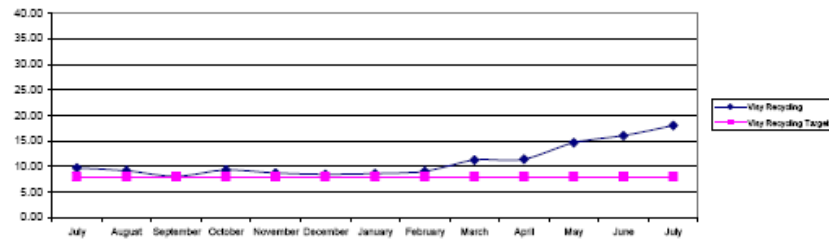
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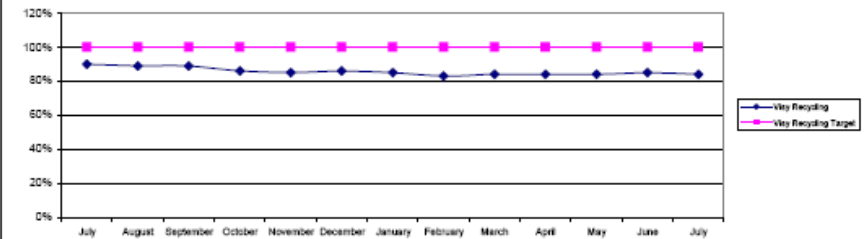
ALL INJURY FREQUENCY RATE



SEVERITY RATE



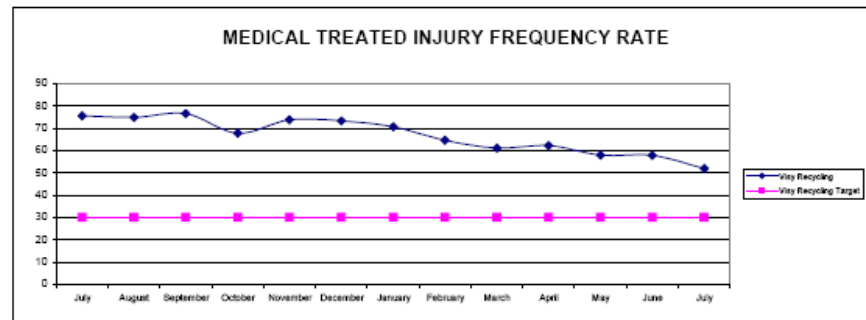
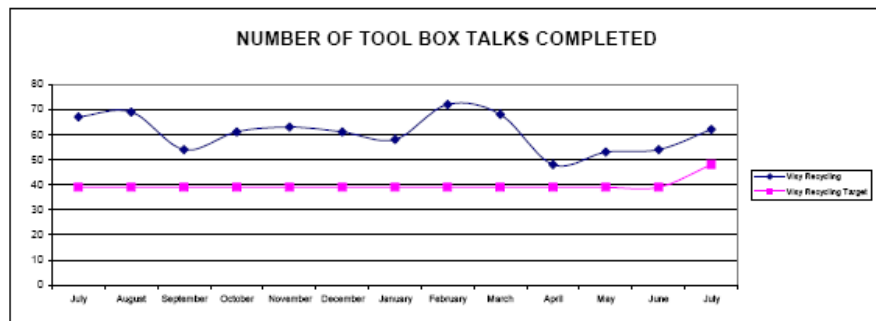
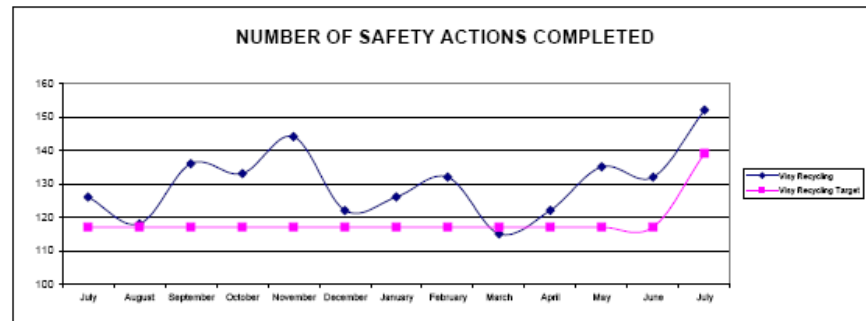
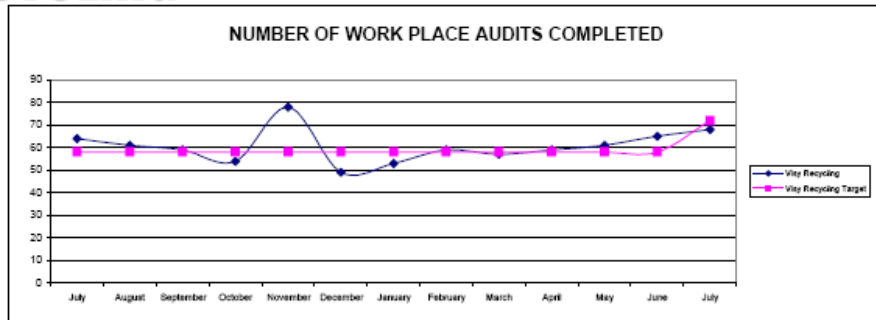
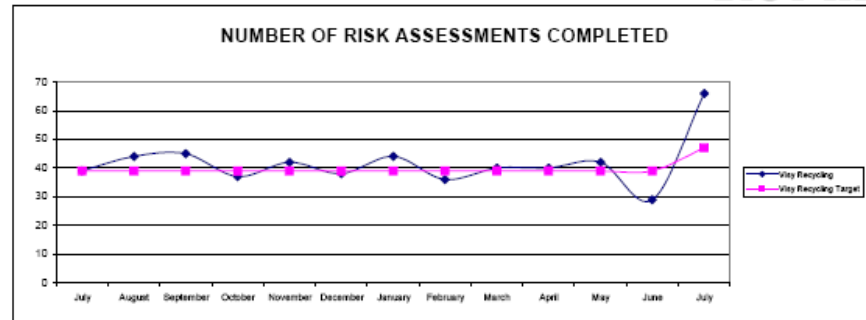
ON TIME REPORTING OF INJURIES TO 1300#



<b>VISY RECYCLING SAFETY KPI SCORECARD</b> <b>SUPPORTING INDICATORS</b> <b>JULY 2006</b>											
PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTTs DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTI'S		NO. MTT'S		NO. FAT'S	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
VR (Glass) NSW	5	7	5	0	171.81	0	1	2	7	1	6
VR (Glass) QLD	3	4	1	0	59.51	0	1	0	2	1	23
VR (Glass) SA	2	4	2	0	52.77	0	0	0	1	0	2
VR (Glass) VIC	3	9	5	1	27.30	0	0	0	2	0	0
VR (Kerb & Paper) Geelong	4	6	1	0	19.50	0	0	0	1	0	11
VR (Kerb & Paper) Gibson Island	5	13	4	0	49.64	0	1	0	5	0	20
VR (Kerb & Paper) Springvale	2	6	3	1	89.07	0	1	0	10	0	13
VR (Kerbside) Banyule	3	6	2	0	31.24	0	1	0	2	0	2
VR (Kerbside) Blacktown	2	2	1	0	83.51	0	1	0	7	0	28
VR (Kerbside) Marrickville	3	6	2	0	254.05	0	3	0	10	0	0
VR (Kerbside) Nudgee	2	7	2	0	0	0	1	0	0	0	3
VR (Kerbside) Rydalmere	0	2	1	0	82.27	0	2	0	5	0	23
VR (Kerbside) Swan Hill	2	3	2	0	126.59	0	0	0	1	0	0
VR (Kerbside) Taren Point	3	11	2	1	160.12	0	0	1	6	0	5
VR (Kerbside) Townsville	3	5	2	0	0	0	0	0	0	0	12
VR (Paper) Botany	3	7	2	0	24.75	0	0	0	1	0	0
VR (Paper) Coolaroo	0	6	2	1	7.69	0	0	0	1	0	1
VR (Paper) Smithfield	3	6	2	1	12.54	0	2	0	1	0	0
VR (Paper) WVA	3	7	3	2	136.86	0	0	1	5	1	10
VR Salvage Paper PIL	5	6	2	1	87.69	0	1	0	2	0	0
VR Gold Coast	6	10	4	0	0	0	1	0	0	5	5
VR Logan	3	6	4	0	0	0	0	0	0	0	0
VR Smithfield	0	6	4	0	0	0	0	0	0	0	0
VR Maroochydoore	3	7	4	0	0	0	0	0	0	0	0
Actual	68	152	62	8	51.89	0	16	4	69	8	164
Target	72	139	48	7	30.00	0	0	1	12	5	60

						JULY 2005					
PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTIFR DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTIS		NO. MTIS		NO. FATIS	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
VR (Glass) NSW	3	6	3	0	22.86	0	1	0	1	0	0
VR (Glass) QLD	3	6	0	0	28.06	0	0	0	1	2	37
VR (Glass) SA	2	2	3	0	323.71	0	0	1	4	1	3
VR (Glass) VIC	4	8	8	0	28.95	0	1	0	2	0	0
VR (Kerb & Paper) Geelong	4	5	2	0	79.03	0	4	0	4	12	63
VR (Kerb & Paper) Gibson Island	10	12	4	0	180.13	0	2	0	13	3	36
VR (Kerb & Paper) Springvale	3	6	2	2	75.40	0	4	1	8	2	34
VR (Kerbside) Banyule	3	6	2	2	217.19	0	1	3	9	1	14
VR (Kerbside) Blacktown	3	7	8	1	70.21	0	1	0	6	1	32
VR (Kerbside) Marrickville	3	9	2	1	416.81	0	1	1	15	0	4
VR (Kerbside) Nudgee	3	6	2	2	136.13	0	0	1	4	1	19
VR (Kerbside) Rydalmere	3	8	2	0	109.79	0	2	0	6	1	16
VR (Kerbside) Swan Hill	2	3	2	0	311.36	0	0	0	3	0	0
VR (Kerbside) Taren Point	3	6	2	0	81.15	0	0	0	3	0	0
VR (Kerbside) Townsville	1	0	2	0	80.59	0	0	0	1	0	14
VR (Paper) Botany	2	6	1	0	73.91	0	0	0	3	0	0
VR (Paper) Coolaroo	3	8	6	1	23.82	0	1	0	3	0	4
VR (Paper) Smithfield	3	6	6	0	56.39	0	1	1	4	0	1
VR (Paper) WA	3	7	6	4	99.22	0	3	0	3	0	2
VR Salvage Paper P/L	3	10	4	1	0	0	0	0	0	0	0
<b>Actual:</b>	<b>84</b>	<b>128</b>	<b>87</b>	<b>14</b>	<b>75.68</b>	<b>0</b>	<b>22</b>	<b>8</b>	<b>98</b>	<b>24</b>	<b>278</b>
<b>Target:</b>	<b>68</b>	<b>117</b>	<b>88</b>	<b>10</b>	<b>30.00</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>24</b>	<b>10</b>	<b>120</b>

# VISY RECYCLING



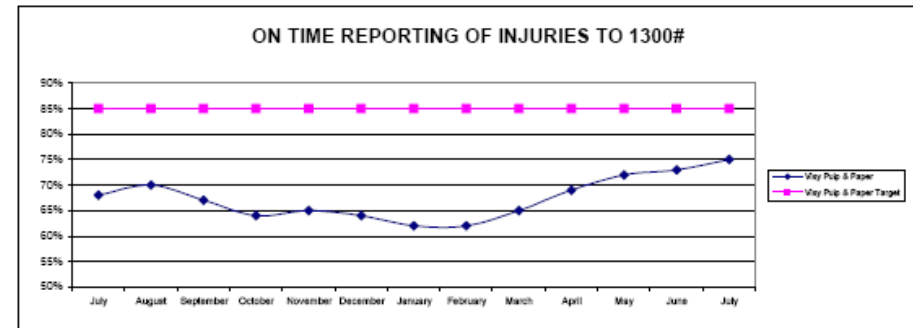
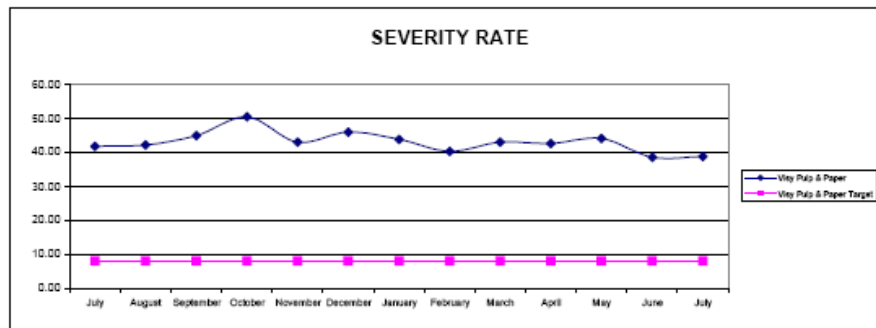
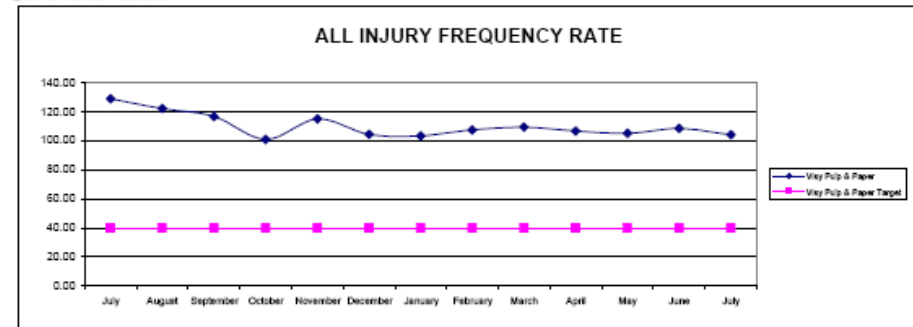
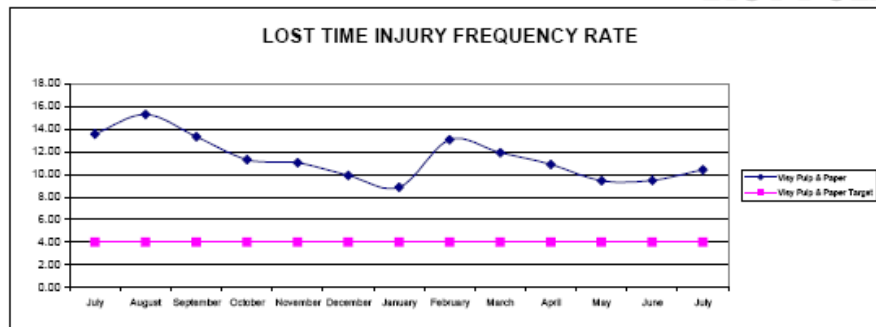
**VISY PULP & PAPER SAFETY KPI SCORECARD**  
**EXECUTIVE SUMMARY**  
**JULY 2006**

PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISY ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
Visy Paper (Coating) Coolaroo	19.21	38.42	10.50	0	0	100%	4	\$2,058	\$398	\$0
Visy Paper (VP2) Reservoir	14.59	248.09	63.71	1	3	67%	8	\$4,566	\$1,098	\$57,928
Visy Paper (VP3&6) Smithfield	14	124.79	44.36	0	0	100%	3	\$4,656	\$1,112	\$57,720
Visy Paper (VP4) Coolaroo	0	101.51	40.05	1	0	86%	15	\$1,767	\$93	\$89,856
Visy Paper (VP5) Coolaroo	6.70	40.23	75.60	0	0	57%	15	\$2,135	\$714	\$0
Visy Paper (VP8) QLD	26	30.84	243.88	0	0	100%	3	\$2,423	\$1,883	\$0
Visy Pulp & Paper Tumut	8.10	129.61	0.56	0	0	81%	9	\$2,198	\$543	\$0
Visy Pulp & Paper	10.41	104.10	38.79	2	3	75%	57	\$2,829	\$834	\$205,504

**JULY 2005**

PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISY ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
Visy Paper (Coating) Coolaroo	0	82.44	21.00	0	0	100%	2	\$1,078	\$379	\$0
Visy Paper (VP2) Reservoir	0	373.61	20.52	0	1	67%	3	\$3,167	\$1,393	\$57,928
Visy Paper (VP3&6) Smithfield	19.02	215.59	46.67	0	0	100%	3	\$3,763	\$681	\$57,720
Visy Paper (VP4) Coolaroo	9.83	122.86	0.92	1	0	78%	6	\$1,478	\$509	\$89,856
Visy Paper (VP5) Coolaroo	30.46	175.14	26.41	0	0	100%	4	\$2,185	\$1,241	\$0
Visy Paper (VP8) QLD	34.07	110.72	119.71	0	0	100%	4	\$2,309	\$3,820	\$0
Visy Pulp & Paper Tumut	17.08	129.82	0	0	0	50%	0	\$2,461	\$138	\$0
Visy Pulp & Paper	13.55	136.39	35.50	1	1	68%	22	\$2,348	\$1,165	\$205,504

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<b>VISY PULP &amp; PAPER SAFETY KPI SCORECARD</b>
<b>SUPPORTING INDICATORS</b>
<b>JULY 2006</b>

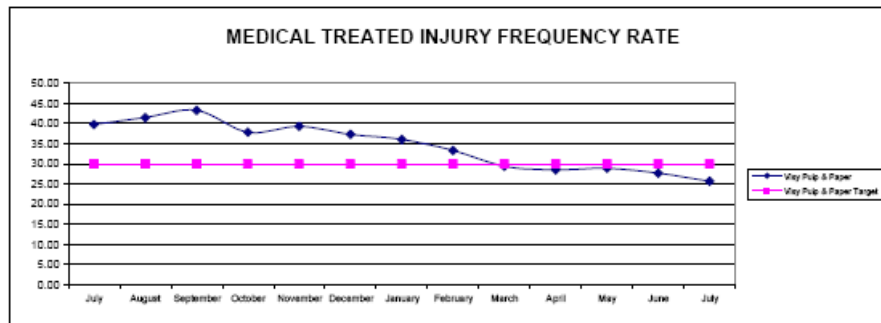
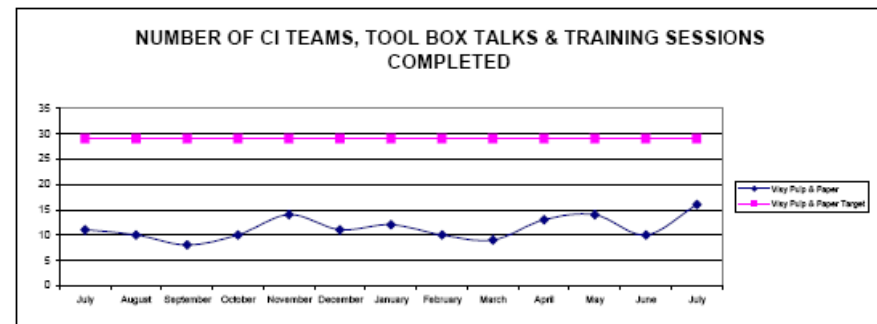
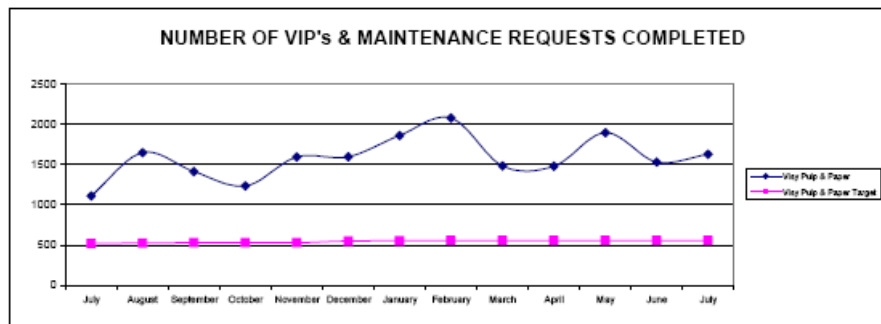
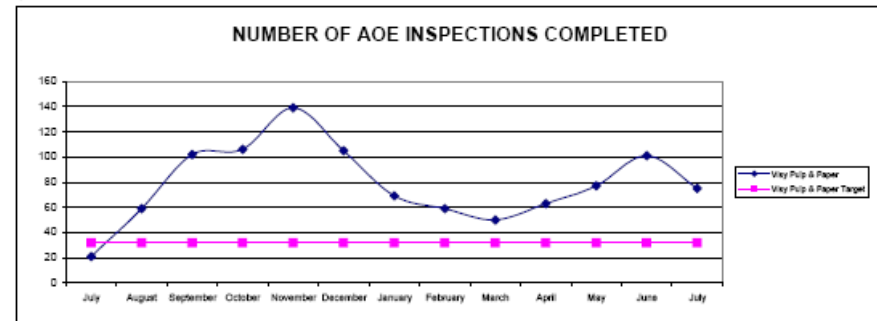
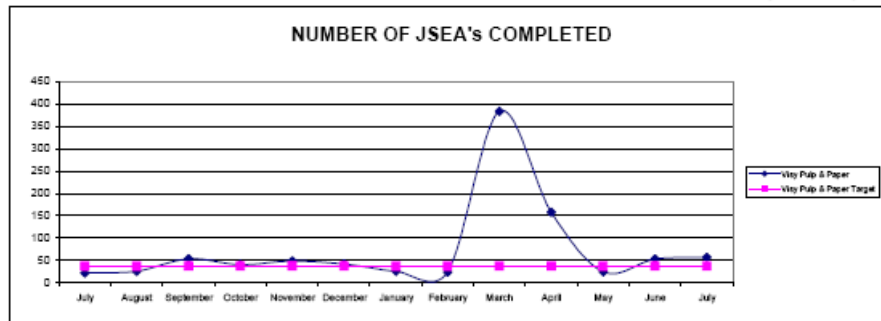
PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTI's DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTI'S		NO. MTI'S		NO. FATI'S	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
Visy Paper (Coating) Coolaroo	12	0	3	0	19.21	0	1	0	1	0	0
Visy Paper (VP2) Reservoir	2	213	5	2	51.08	0	2	1	7	0	25
Visy Paper (VP3&6) Smithfield	7	372	3	3	28.52	0	4	0	8	2	23
Visy Paper (VP4) Coolaroo	10	180	1	8	32.30	0	0	1	7	1	15
Visy Paper (VP5) Coolaroo	10	179	0	2	13.41	0	1	0	2	1	3
Visy Paper (VP8) QLD	21	124	0	0	5.14	0	5	0	1	0	0
Visy Pulp & Paper Tumut	13	558	4	8	32.40	0	4	3	16	0	44
Actual:	75	1626	16	23	25.72	0	17	5	42	4	110
Target:	32	552	29	9	30.00	0	0	1	12	5	60

<b>JULY 2005</b>
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PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTI's DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTI'S		NO. MTI'S		NO. FATI'S	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
Visy Paper (Coating) Coolaroo	5	0	2	0	0	0	0	0	0	0	3
Visy Paper (VP2) Reservoir	2	135	0	3	93.40	0	0	2	12	5	36
Visy Paper (VP3&6) Smithfield	2	284	0	0	50.73	0	2	0	8	0	0
Visy Paper (VP4) Coolaroo	6	265	3	0	39.31	0	1	0	0	0	0
Visy Paper (VP5) Coolaroo	6	107	3	1	53.30	0	4	0	7	0	12
Visy Paper (VP8) QLD	0	177	0	0	25.55	0	4	0	3	0	6
Visy Pulp & Paper Tumut	3	143	2	0	58.08	0	5	1	17	0	17
Actual:	24	1111	11	4	39.82	0	16	3	47	5	74
	32	519	29	3	30.00	0	0	1	12	5	60



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**VISY BOARD SAFETY KPI SCORECARD  
EXECUTIVE SUMMARY  
JULY 2006**

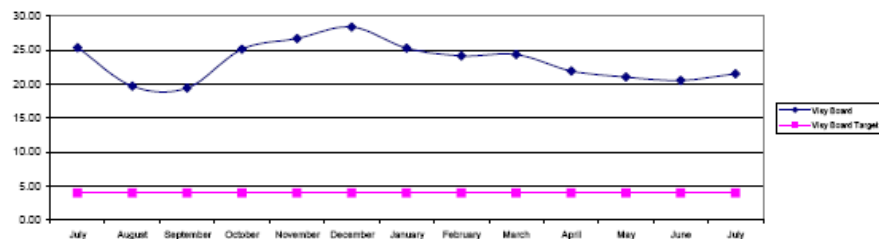
PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1800 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISY ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
Centre Line Die Forms - VIC	0	289.05	0	0	0	67%	2	\$1,239	\$157	\$0
VB (Corrug) Berri	0	44.89	0	0	0	100%	0	\$1,858	\$0	\$0
VB (Corrug) Carole Park	12.16	66.88	15.50	4	0	84%	4	\$2,488	\$1,758	\$0
VB (Corrug) Coolaroo	11.22	252.53	36.50	5	2	97%	8	\$8,213	\$775	\$0
VB (Corrug) Dandenong	21.58	232.56	18.46	6	0	98%	4	\$3,458	\$623	\$165,532
VB (Corrug) Gepps Cross	41.87	363.62	56.17	1	0	88%	1	\$4,600	\$3,178	\$0
VB (Corrug) NZ	14.07	256.78	0	0	0	100%	3	\$452	\$69	\$0
VB (Corrug) O'Connor WA	16.86	445.23	10.12	0	0	100%	1	\$1,456	\$3,294	\$0
VB (Corrug) Smithfield	38.84	280.19	88.42	2	4	100%	1	\$7,837	\$4,281	\$0
VB (Corrug) Warwick Farm	35.78	214.67	132.30	1	1	86%	3	\$6,821	\$3,086	\$0
VB (Corrug) Wodonga	17.68	90.59	55.46	1	1	93%	6	\$1,330	\$75	\$0
Visyflex Preprint- Coolaroo	18.79	75.16	59.83	0	0	95%	1	\$2,114	\$25	\$39,832
<b>Visy Board</b>	<b>21.55</b>	<b>209.34</b>	<b>44.74</b>	<b>20</b>	<b>8</b>	<b>93%</b>	<b>34</b>	<b>\$3,487</b>	<b>\$1,443</b>	<b>\$205,364</b>

**JULY 2005**

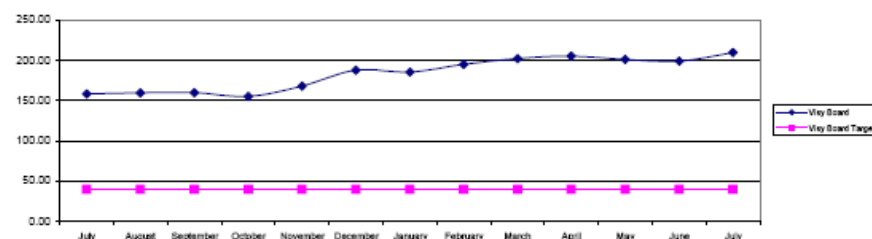
PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1800 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISY ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
Centre Line Die Forms - VIC	0	221.37	0	0	0	100%	0	\$564	\$26	\$0
VB (Corrug) Berri	0	0	0	0	0	100%	1	\$3,021	\$0	\$0
VB (Corrug) Carole Park	31.89	76.53	22.16	1	1	0%	1	\$2,509	\$1,745	\$0
VB (Corrug) Coolaroo	5.12	125.62	34.99	4	3	93%	2	\$6,676	\$4,796	\$0
VB (Corrug) Dandenong	30.36	182.13	23.53	9	3	90%	2	\$3,673	\$1,354	\$540,364
VB (Corrug) Gepps Cross	41.42	411.88	26.88	0	0	100%	2	\$4,247	\$3,755	\$0
VB (Corrug) O'Connor WA	29.38	319.49	36.78	0	0	100%	2	\$1,270	\$1,217	\$0
VB (Corrug) Smithfield	54.52	364.43	43.47	0	0	100%	4	\$7,448	\$1,991	\$56,448
VB (Corrug) Warwick Farm	56.88	241.07	24.32	0	0	100%	3	\$8,857	\$1,231	\$164,372
VB (Corrug) Wodonga	19.88	94.41	34.03	2	1	87%	7	\$1,387	\$548	\$0
Visyflex Preprint- Coolaroo	0	42.65	66.96	1	1	63%	0	\$3,529	\$2,035	\$0
<b>Visy Board</b>	<b>25.39</b>	<b>171.78</b>	<b>42.94</b>	<b>17</b>	<b>9</b>	<b>86%</b>	<b>24</b>	<b>\$3,925</b>	<b>\$1,689</b>	<b>\$763,204</b>

# VISY BOARD

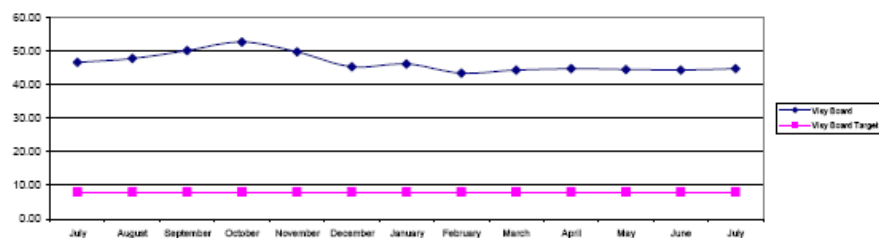
LOST TIME INJURY FREQUENCY RATE



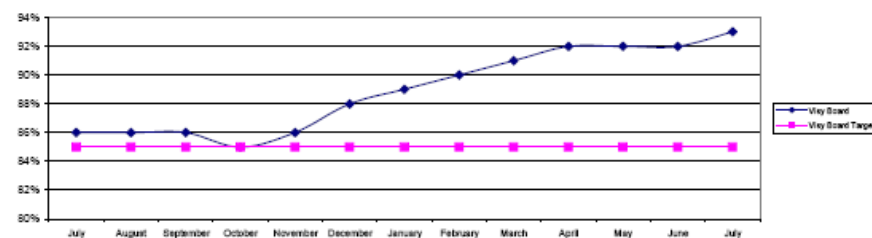
ALL INJURY FREQUENCY RATE



SEVERITY RATE



ON TIME REPORTING OF INJURIES TO 1300#



**VISY BOARD SAFETY KPI SCORECARD**  
**SUPPORTING INDICATORS**  
**JULY 2006**

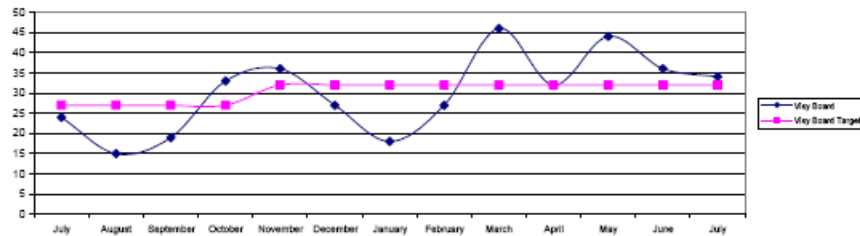
PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTI's DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTI'S		NO. MTI'S		NO. FATI'S	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
Centre Line Die Forms - VIC	0	2	1	2	66.70	0	0	0	3	2	10
VB (Corrug) Berni	1	2	1	0	0	0	0	0	0	1	1
VB (Corrug) Carole Park	12	4	11	4	45.60	0	8	0	30	0	6
VB (Corrug) Coolaroo	15	5	22	10	129.07	0	4	4	46	4	40
VB (Corrug) Dandenong	4	11	12	14	136.66	0	9	2	57	5	31
VB (Corrug) Gepps Cross	1	18	2	0	99.17	3	19	0	45	4	101
VB (Corrug) NZ	22	10	3	8	126.63	1	4	5	36	2	33
VB (Corrug) O'Connor WA	5	13	27	1	101.19	0	5	2	30	2	97
VB (Corrug) Smithfield	0	3	0	0	27.74	3	14	0	10	5	77
VB (Corrug) Wanlock Farm	4	3	0	1	38.53	0	13	2	14	6	51
VB (Corrug) Wodonga	8	11	20	12	51	0	8	4	23	4	10
Visyflex Preprint- Coolaroo	4	9	4	2	31	1	3	1	5	2	4
<b>Actual:</b>	<b>76</b>	<b>91</b>	<b>103</b>	<b>54</b>	<b>73.21</b>	<b>8</b>	<b>87</b>	<b>20</b>	<b>299</b>	<b>37</b>	<b>461</b>
<b>Target:</b>	<b>53</b>	<b>54</b>	<b>45</b>	<b>41</b>	<b>30.00</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>12</b>	<b>5</b>	<b>60</b>

**JULY 2005**

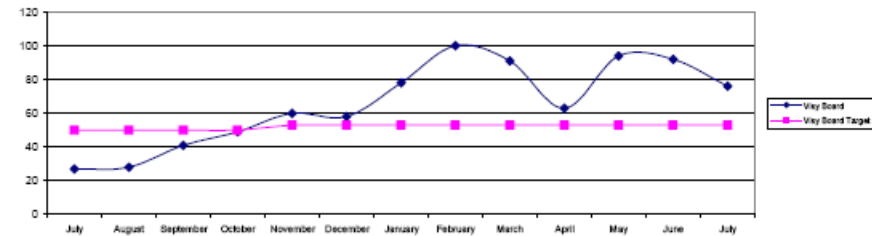
PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTI's DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTI'S		NO. MTI'S		NO. FATI'S	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
Centre Line Die Forms - VIC	0	1	0	0	44.27	0	0	0	2	0	11
VB (Corrug) Berni	1	3	1	0	0	0	0	0	0	0	0
VB (Corrug) Carole Park	6	5	0	1	31.89	0	20	0	20	0	6
VB (Corrug) Coolaroo	2	6	9	5	43.55	0	2	0	17	5	31
VB (Corrug) Dandenong	1	5	0	0	93.40	0	13	4	40	7	25
VB (Corrug) Gepps Cross	1	0	1	5	96.64	3	18	5	42	3	117
VB (Corrug) O'Connor WA	5	8	0	2	102.82	0	7	0	26	0	52
VB (Corrug) Smithfield	1	0	0	0	22.96	2	19	0	8	7	103
VB (Corrug) Wanlock Farm	1	0	0	0	5.42	0	21	0	2	3	71
VB (Corrug) Wodonga	9	5	16	10	81.99	1	8	4	33	1	2
Visyflex Preprint- Coolaroo	0	0	0	0	0	0	0	0	0	0	6
<b>Actual:</b>	<b>27</b>	<b>33</b>	<b>27</b>	<b>23</b>	<b>45.55</b>	<b>6</b>	<b>108</b>	<b>13</b>	<b>192</b>	<b>26</b>	<b>424</b>
<b>Target:</b>	<b>50</b>	<b>47</b>	<b>41</b>	<b>20</b>	<b>30.00</b>	<b>2</b>	<b>24</b>	<b>4</b>	<b>48</b>	<b>20</b>	<b>240</b>

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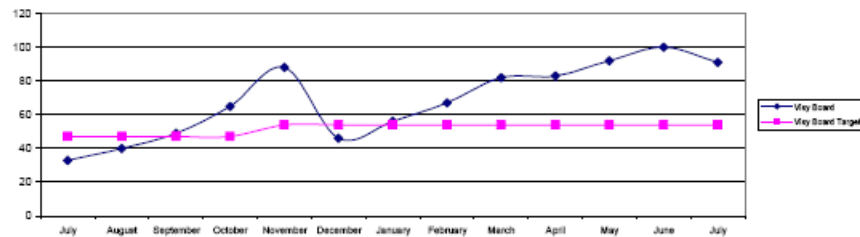
NUMBER OF RISK ASSESSMENTS COMPLETED



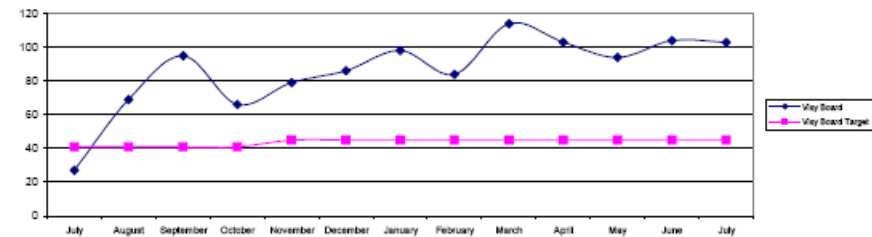
NUMBER OF WORK PLACE AUDITS COMPLETED



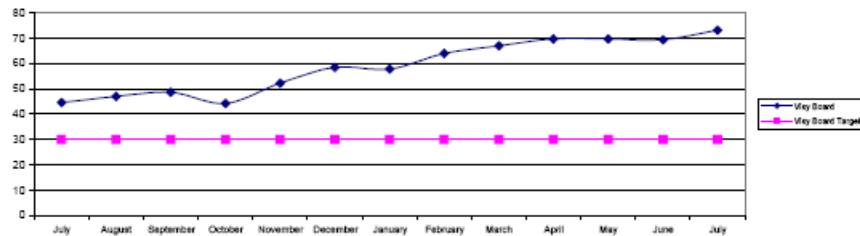
NUMBER OF SAFETY ACTIONS COMPLETED



NUMBER OF TOOL BOX TALKS COMPLETED



MEDICAL TREATED INJURY FREQUENCY RATE



**VISY SPECIALTIES SAFETY KPI SCORECARD  
EXECUTIVE SUMMARY  
JULY 2006**

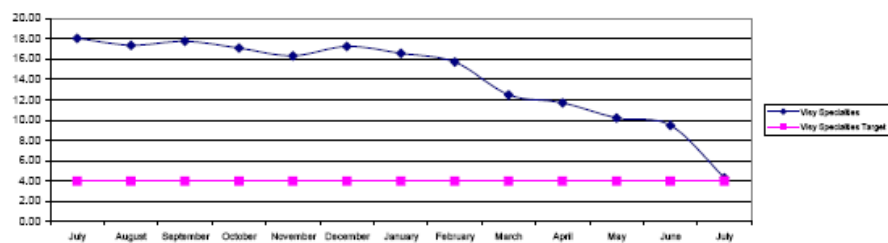
PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISY ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
ACE Revesby	10.84	81.28	18.78	1	0	100%	1	\$0	\$0	\$0
CCP	15.48	116.09	0	0	0	0%	0	\$1,728	\$899	\$0
Box Top - NZ	0	29.06	0	0	0	100%	1	\$445	\$0	\$0
TPC Dry Creek SA	0	209.64	75.26	1	0	100%	2	\$2,206	\$202	\$0
TPC Canningvale WA	0	114.79	16.11	1	0	100%	0	\$696	\$428	\$0
TPC Reservoir VIC	0	86.33	51.19	1	2	81%	5	\$4,251	\$401	\$34,528
TPC Smithfield NSW	0	152.72	34.07	0	1	100%	2	\$2,349	\$1,474	\$0
TPC (GRB) Carole Park	17.51	192.58	0	0	0	100%	5	\$2,614	\$1,787	\$0
<b>Visy Specialties</b>	<b>4.31</b>	<b>136.10</b>	<b>33.16</b>	<b>4</b>	<b>3</b>	<b>86%</b>	<b>16</b>	<b>\$1,786</b>	<b>\$643</b>	<b>\$34,528</b>

**JULY 2005**

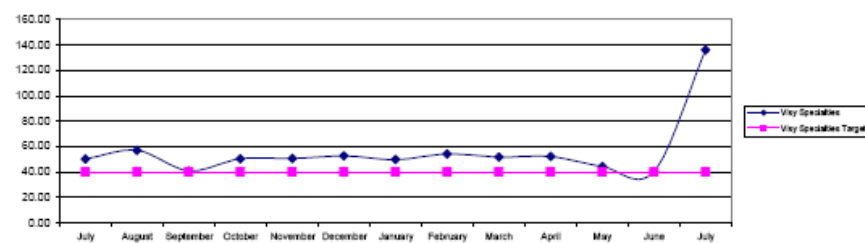
PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISY ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
ACE Revesby	82.15	146.69	38.80	1	0	50%	1	\$0	\$0	\$0
CCP	0	0	0	0	0	100%	4	\$3,735	\$338	\$0
TPC Dandenong VIC	8	71.24	16	2	1	90%	2	\$1,483	\$303	\$0
TPC Dry Creek SA	21	63.10	76.92	0	0	0%	1	\$3,021	\$4,962	\$0
TPC Goulburn NSW	43.63	58.17	0	1	0	0%	2	\$2,199	\$567	\$0
TPC Kewdale WA	0	86.81	0	0	0	100%	0	\$1,270	\$0	\$0
TPC Reservoir VIC	0	0	23.71	3	1	85%	2	\$2,466	\$2,122	\$34,528
TPC Smithfield NSW	10.80	81.03	23.71	5	0	89%	4	\$3,648	\$1,037	\$0
TPC (GRB) Carole Park	17.25	17.25	0	0	0	100%	0	\$2,211	\$0	\$0
<b>Visy Specialties</b>	<b>18.06</b>	<b>50.08</b>	<b>40.58</b>	<b>12</b>	<b>2</b>	<b>78%</b>	<b>16</b>	<b>\$2,504</b>	<b>\$1,037</b>	<b>\$34,528</b>

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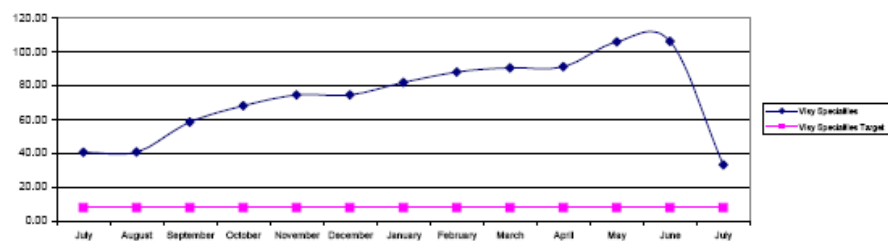
LOST TIME INJURY FREQUENCY RATE



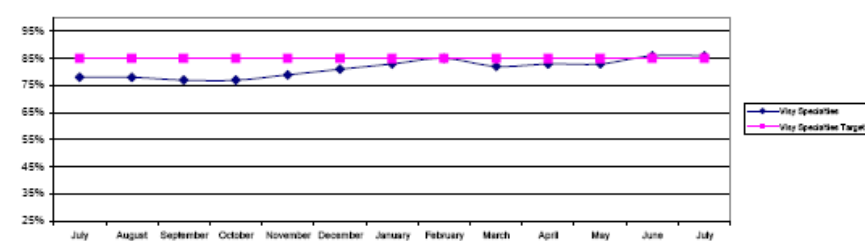
ALL INJURY FREQUENCY RATE



SEVERITY RATE



ON TIME REPORTING OF INJURIES TO 1300#



<b>VISY SPECIALTIES SAFETY KPI SCORECARD</b>											
<b>SUPPORTING INDICATORS</b>											
<b>JULY 2006</b>											

PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTI'S DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTI'S		NO. MTI'S		NO. FATI'S	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
ACE Revesby	3	5	4	0	43.35	0	2	1	8	0	5
CCP	1	0	0	1	23.22	0	2	0	3	0	10
Box Top - NZ	1	1	0	1	29.06	0	0	0	2	0	0
TPC Dry Creek SA	2	0	2	0	19.06	0	0	0	1	0	10
TPC Canningvale WA	3	3	3	0	16.40	0	0	1	1	0	6
TPC Reservoir VIC	0	0	4	1	0	0	0	0	0	0	18
TPC Smithfield NSW	4	1	4	0	28.28	0	0	0	5	0	22
TPC (SRB) Carole Park	3	3	4	0	52.52	0	1	0	3	5	7
<b>Actual:</b>	<b>14</b>	<b>10</b>	<b>17</b>	<b>3</b>	<b>23.26</b>	<b>0</b>	<b>5</b>	<b>2</b>	<b>23</b>	<b>5</b>	<b>78</b>
<b>Target:</b>	<b>20</b>	<b>16</b>	<b>24</b>	<b>3</b>	<b>30.00</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>12</b>	<b>5</b>	<b>60</b>

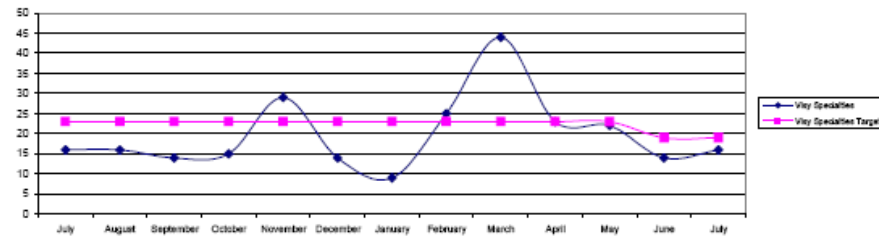
<b>JULY 2005</b>											
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PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTI'S DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTI'S		NO. MTI'S		NO. FATI'S	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
ACE Revesby	3	11	4	4	6	4	14	0	1	1	9
CCP	3	4	2	0	0.00	0	0	0	0	0	0
TPC Dandenong VIC	4	0	4	0	63.33	0	1	0	8	0	0
TPC Dry Creek SA	2	0	2	0	42.07	0	1	1	2	0	0
TPC Goulburn NSW	2	0	3	0	14.54	0	3	0	1	0	0
TPC Kewdale WA	3	3	1	1	86.81	0	0	1	5	0	0
TPC Reservoir VIC	0	2	5	0	0.00	0	0	0	0	0	0
TPC Smithfield NSW	4	1	4	1	21.61	1	2	0	4	0	9
TPC (SRB) Carole Park	8	0	1	1	0.00	1	1	0	0	0	0
<b>Actual:</b>	<b>29</b>	<b>21</b>	<b>26</b>	<b>7</b>	<b>17.24</b>	<b>6</b>	<b>22</b>	<b>2</b>	<b>21</b>	<b>1</b>	<b>18</b>
<b>Target:</b>	<b>24</b>	<b>20</b>	<b>28</b>	<b>8</b>	<b>30.00</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>12</b>	<b>5</b>	<b>60</b>

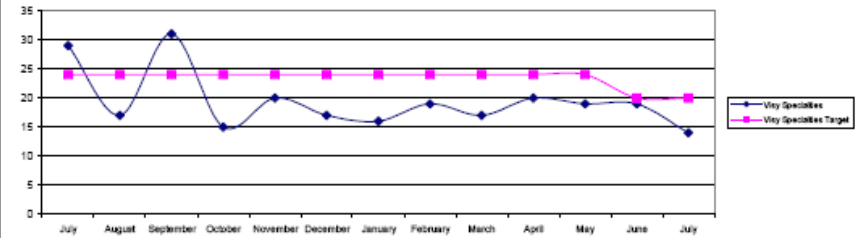


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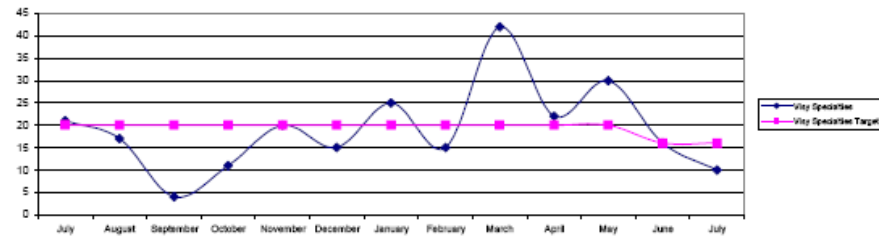
NUMBER OF RISK ASSESSMENTS COMPLETED



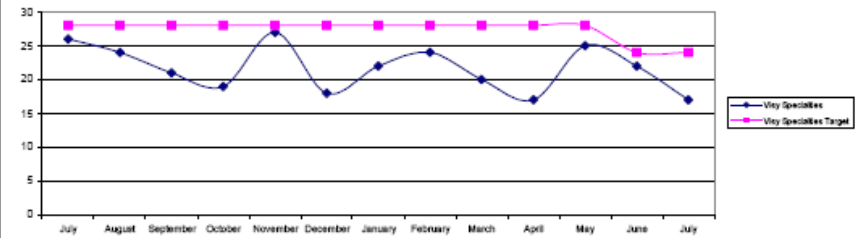
NUMBER OF WORK PLACE AUDITS COMPLETED



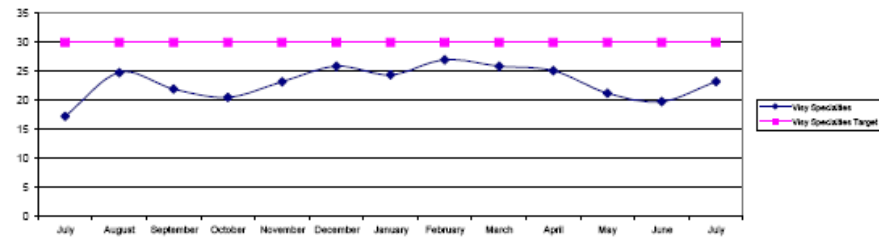
NUMBER OF SAFETY ACTIONS COMPLETED



NUMBER OF TOOL BOX TALKS COMPLETED



MEDICAL TREATED INJURY FREQUENCY RATE



**VISY FOOD SAFETY KPI SCORECARD  
EXECUTIVE SUMMARY  
JULY 2006**

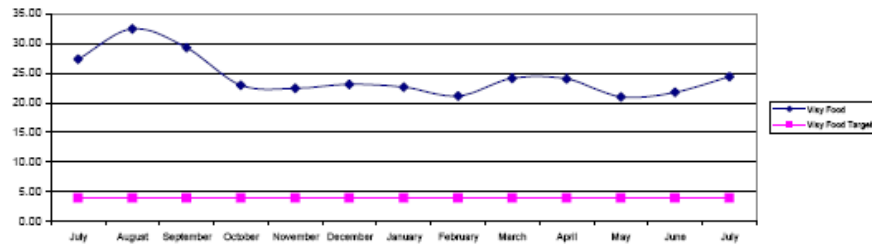
PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISY ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
Clayton Plastics (FPD)	74.86	290.42	0	0	0	100%	0	\$2,804	\$158	\$0
Visy (Food Can) Coburg	18.88	183.43	51.73	4	0	88%	11	\$2,472	\$1,670	\$0
Visy (Food Can) Shepparton	41	381.92	5.88	0	0	90%	3	\$1,346	\$38	\$0
Visy (Food Can) Warwick Farm	0	0.00	0	0	0	100%	1	\$4,310	\$1,820	\$0
Visy (Food Can) Wodonga	27.03	383.84	7.87	2	1	71%	7	\$1,833	\$991	\$0
Visy Food	24.41	247.73	21.70	6	1	86%	22	\$2,512	\$935	\$0

**JULY 2005**

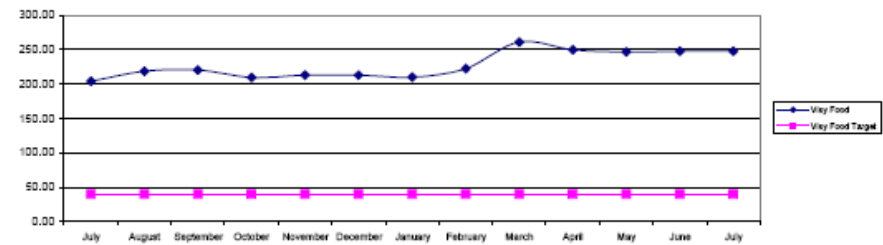
PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISY ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
Clayton Plastics (FPD)	17.42	139.36	0	0	0	50%	0	\$792	\$9	\$0
Visy (Food Can) Coburg	40.37	194.53	40.96	11	7	88%	2	\$2,740	\$842	\$0
Visy (Food Can) Shepparton	22.20	55.49	3.55	2	1	100%	0	\$885	\$420	\$0
Visy (Food Can) Warwick Farm	14.12	28.24	95.62	0	1	0%	0	\$2,385	\$976	\$0
Visy (Food Can) Wodonga	10.50	524.88	5.88	4	3	50%	3	\$1,404	\$707	\$0
Visy Food	27.34	204.17	36.12	17	12	75%	5	\$1,597	\$714	\$0

# VISY FOOD

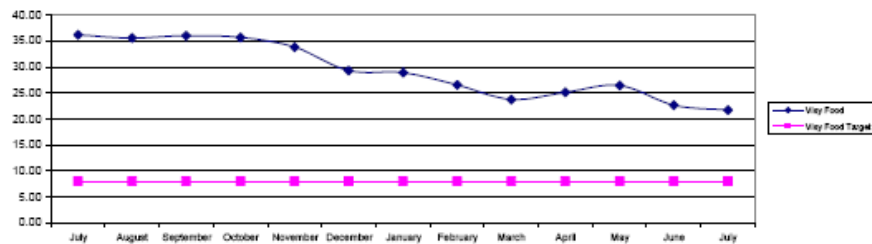
LOST TIME INJURY FREQUENCY RATE



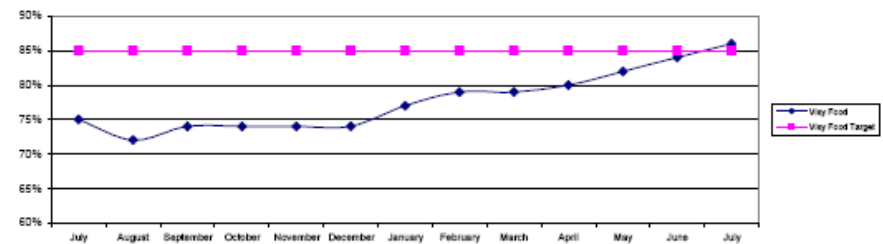
ALL INJURY FREQUENCY RATE



SEVERITY RATE



ON TIME REPORTING OF INJURIES TO 1300#



**VISY FOOD SAFETY KPI SCORECARD**  
**SUPPORTING INDICATORS**  
**JULY 2006**

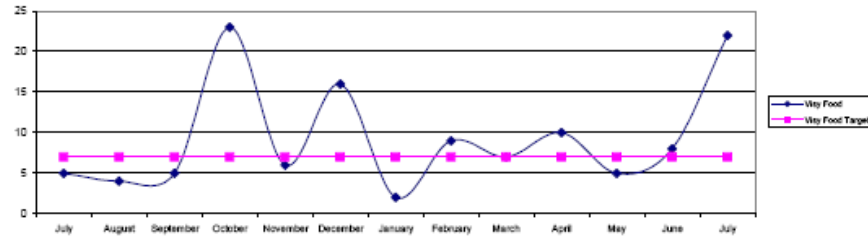
PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTI'S DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTI'S		NO. MTI'S		NO. FATI'S	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
Clayton Plastics (FPD)	4	3	6	1	112.28	1	2	0	3	0	3
Visy (Food Can) Coburg	5	6	22	2	37.77	0	7	0	14	1	47
Visy (Food Can) Shepparton	4	4	7	0	47.74	0	6	0	7	1	43
Visy (Food Can) Warwick Farm	3	3	5	0	0	0	0	0	0	0	0
Visy (Food Can) Wodonga	3	12	6	0	59.47	1	5	0	11	5	55
Actual:	19	28	46	3	46.51	2	20	0	35	7	148
Target:	16	15	42	4	30.00	0	0	2	24	10	120

**JULY 2005**

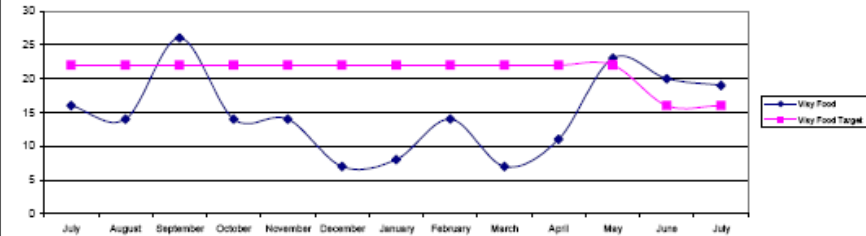
PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTI'S DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTI'S		NO. MTI'S		NO. FATI'S	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
Clayton Plastics (FPD)	0	0	0	0	52.26	0	1	1	3	0	4
Visy (Food Can) Coburg	1	10	8	6	40.37	0	22	0	22	0	60
Visy (Food Can) Shepparton	3	0	0	0	38.84	0	4	0	7	0	0
Visy (Food Can) Warwick Farm	0	0	1	0	14.12	0	1	0	1	0	0
Visy (Food Can) Wodonga	12	4	0	0	115.47	0	2	5	22	5	75
Actual:	16	14	9	6	50.14	0	30	6	55	5	139
Target:	22	15	61	6	30.00	0	0	2	24	10	120

# VISY FOOD

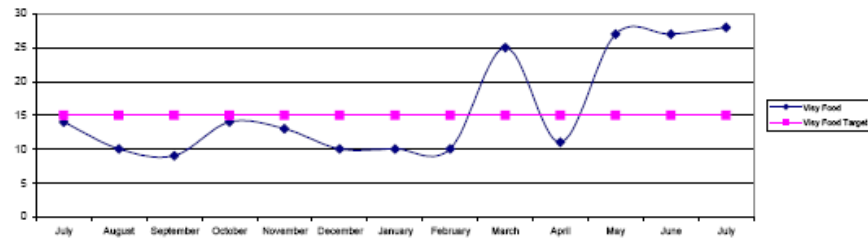
NUMBER OF RISK ASSESSMENTS COMPLETED



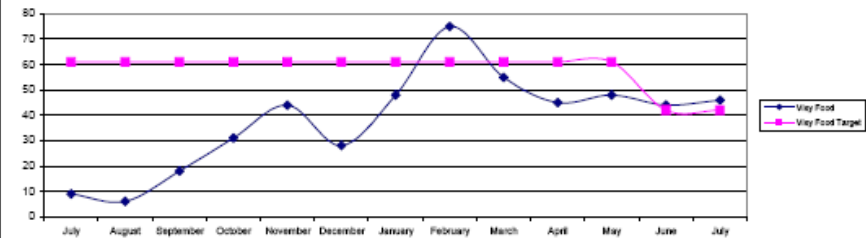
NUMBER OF WORK PLACE AUDITS COMPLETED



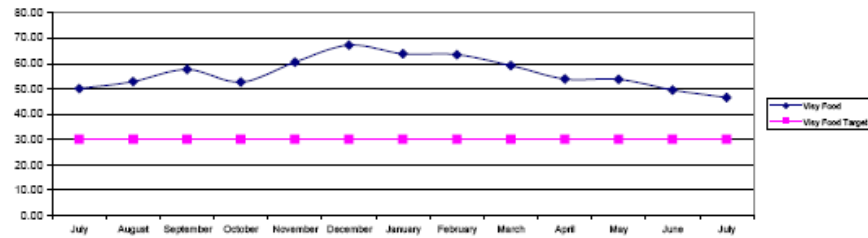
NUMBER OF SAFETY ACTIONS COMPLETED



NUMBER OF TOOL BOX TALKS COMPLETED



MEDICAL TREATED INJURY FREQUENCY RATE



**VISY BEVERAGE SAFETY KPI SCORECARD**  
**EXECUTIVE SUMMARY**  
**JULY 2006**

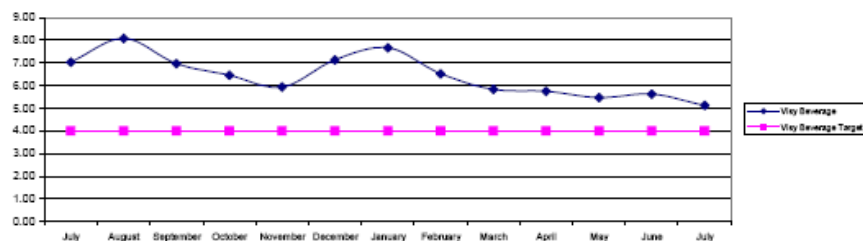
PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1800 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISY ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
Visy (Bev Can) Clayton	6.65	99.87	69.97	0	0	82%	11	\$1,995	\$449	\$0
Visy (Bev Can) Smithfield	12.60	44.09	18.00	1	0	96%	8	\$5,093	\$2,967	\$0
Visy (Bev Can) Wiri, NZ	0	531.95	0	0	0	100%	7	\$921	\$0	\$0
Visy (Carltons) Broadmeadows	2.07	68.20	73.89	3	0	95%	5	\$1,914	\$654	\$0
Visy (PET Aust) Cavan	19.74	335.66	51.70	1	0	100%	2	\$5,698	\$183	\$0
Visy (PET Aust) Forestfield	0	63.39	0	0	0	100%	4	\$3,991	\$727	\$0
Visy (PET Aust) Heathwood	15.41	308.28	0	0	0	87%	13	\$1,203	\$305	\$0
Visy (PET Aust) Kings Park	8.86	243.53	32.51	3	0	89%	65	\$3,054	\$1,452	\$0
Visy (PET Aust) Moorabbin	0	280.39	0	0	0	97%	10	\$757	\$224	\$0
Visy (PET Aust) Wetherill Park	0	170.40	0	1	0	92%	2	\$1,808	\$609	\$0
Visy (PET NZ) Auckland	6.19	12.38	0	0	0	100%	2	\$544	\$0	\$0
Visy (PET NZ) Christchurch	0	0	0	0	0	100%	2	\$520	\$0	\$0
Visy (PET Aust) Prestons	0	358.44	9.07	1	0	89%	5	\$5,168	\$2,163	\$0
<b>Visy Beverage</b>	<b>5.12</b>	<b>142.54</b>	<b>24.66</b>	<b>10</b>	<b>0</b>	<b>93%</b>	<b>136</b>	<b>\$2,512</b>	<b>\$749</b>	<b>\$0</b>

**JULY 2005**

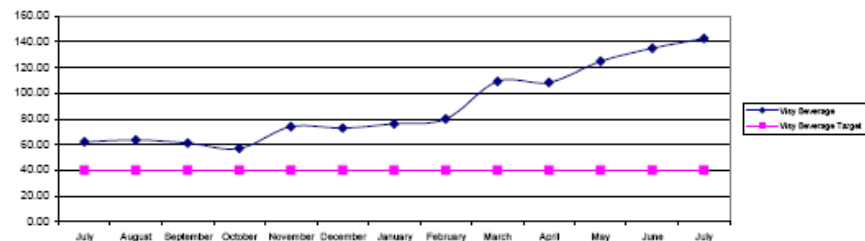
PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1800 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WORKERS COMP PREMIUM COSTS PER EMPLOYEE (\$)	WORKERS COMP MEDICAL EXPENSES INCURRED PER EMPLOYEE (\$)	VISY ANNUAL SALARY CONTINUANCE COSTS (\$)
				ON RETURN TO WORK PLAN	NOT AT WORK					
Visy (Bev Can) Clayton	7.81	265.40	16.71	0	0	80%	0	\$1,119	\$458	\$0
Visy (Bev Can) Smithfield	7.27	123.52	27.42	1	0	83%	0	\$5,276	\$2,672	\$0
Visy (Carltons) Broadmeadows	7	37.29	29.34	4	0	87%	23	\$2,299	\$56	\$0
Visy (PET Aust) Cavan	21.40	42.79	14.00	0	0	100%	0	\$2,727	\$0	\$0
Visy (PET Aust) Forestfield	26	78.65	36.00	0	0	100%	2	\$1,270	\$0	\$0
Visy (PET Aust) Heathwood	10	72.44	0	0	0	100%	2	\$3,024	\$0	\$0
Visy (PET Aust) Kings Park	14.80	49.32	31.68	2	1	75%	83	\$4,894	\$316	\$0
Visy (PET Aust) Moorabbin	7	142.41	8	0	0	87%	7	\$2,783	\$1,145	\$0
Visy (PET Aust) Wetherill Park	0	36.92	0	0	0	50%	0	\$5,276	\$166	\$0
Visy (PET Aust) Prestons	12	199.27	0.00	1	1	86%	0	\$4,894	\$1,901	\$0
<b>Visy Beverage</b>	<b>7.03</b>	<b>62.17</b>	<b>25.72</b>	<b>8</b>	<b>2</b>	<b>83%</b>	<b>117</b>	<b>\$3,356</b>	<b>\$671</b>	<b>\$0</b>

# VISY BEVERAGE

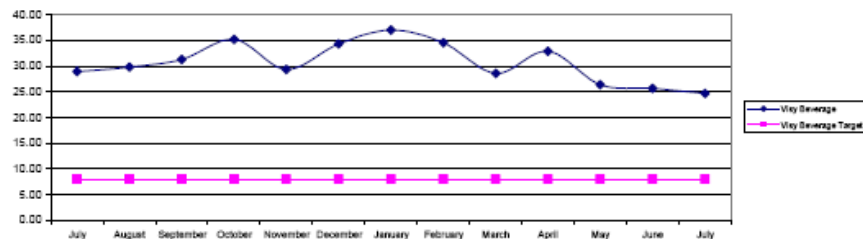
LOST TIME INJURY FREQUENCY RATE



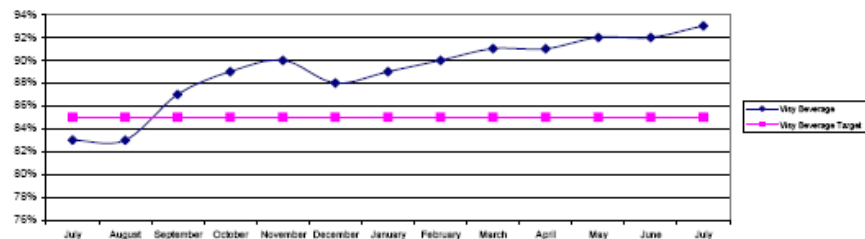
ALL INJURY FREQUENCY RATE



SEVERITY RATE



ON TIME REPORTING OF INJURIES TO 1300#



<b>VISY BEVERAGE SAFETY KPI SCORECARD</b> <b>SUPPORTING INDICATORS</b> <b>JULY 2006</b>
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PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTI% DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTI'S		NO. MTI'S		NO. FATT'S	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
Visy (Bev Can) Clayton	5	4	4	1	7	0	1	1	1	1	13
Visy (Bev Can) Smithfield	2	5	3	2	62.98	0	2	1	10	4	4
Visy (Bev Can) Wiri, NZ	3	13	3	0	12.67	0	0	0	1	2	41
Visy (Cartons) Broadmeadows	3	8	12	5	49.60	0	1	1	24	0	8
Visy (PET Aust) Cavan	1	3	6	0	118.47	0	1	0	6	1	10
Visy (PET Aust) Forestfield	2	4	1	0	21.13	0	0	0	1	1	2
Visy (PET Aust) Heathwood	2	7	6	4	146.43	0	2	0	19	0	19
Visy (PET Aust) Kings Park	4	54	22	24	101.84	0	2	5	23	3	30
Visy (PET Aust) Moorabbin	5	8	5	0	86.27	0	0	2	8	0	18
Visy (PET Aust) Wetherill Park	1	4	3	3	85.20	0	0	2	8	0	8
Visy (PET NZ) Auckland	2	2	6	0	0	0	1	0	0	0	1
Visy (PET NZ) Christchurch	0	4	0	1	0	0	0	0	0	0	0
Visy (PET Aust) Prestons	5	6	6	10	32.59	0	0	2	3	6	30
Actual:	35	122	77	51	53.32	0	10	14	104	18	184
Target:	28	26	29	16	30.00	0	0	1	12	5	60

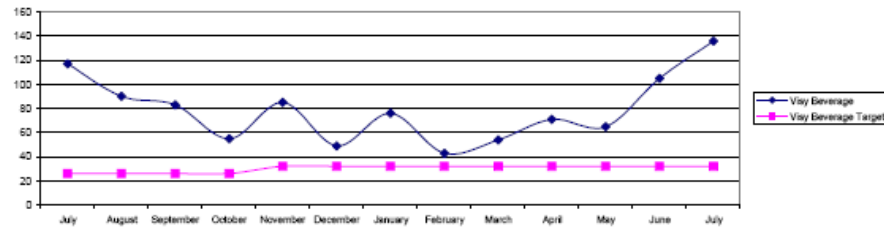
<b>JULY 2005</b>
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PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTIFR NUMBER OF MTI% DIVIDED BY NUMBER OF HOURS WORKED x 1,000,000	NO. LTI'S		NO. MTI'S		NO. FATT'S	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
Visy (Bev Can) Clayton	0	0	0	0	86	0	1	0	11	0	21
Visy (Bev Can) Smithfield	0	5	15	1	79.93	1	1	1	11	0	3
Visy (Cartons) Broadmeadows	6	1	5	1	21.94	0	3	0	10	0	4
Visy (PET Aust) Cavan	0	0	0	0	21.40	0	1	0	1	0	0
Visy (PET Aust) Forestfield	2	1	2	2	26.22	0	1	1	1	0	1
Visy (PET Aust) Heathwood	1	6	3	0	51.74	0	1	0	5	0	1
Visy (PET Aust) Kings Park	2	13	3	2	29.59	0	3	0	6	0	1
Visy (PET Aust) Moorabbin	5	7	3	5	74.59	0	1	1	11	0	9
Visy (PET Aust) Wetherill Park	0	11	0	0	0.00	0	0	0	0	0	3
Visy (PET Aust) Prestons	0	0	0	0	23.44	0	1	0	2	0	1
Actual:	16	44	31	11	31.35	1	13	3	58	0	44
Target:	22	20	23	5	30.00	0	0	1	12	5	60

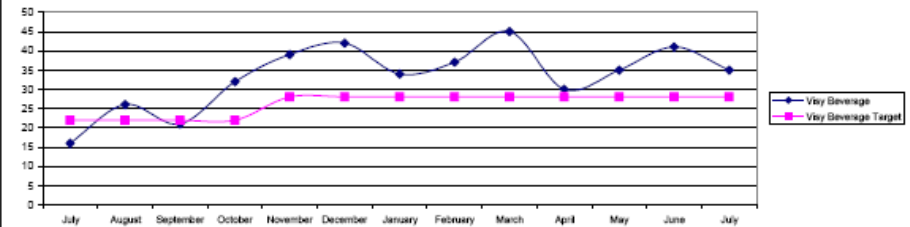


# VISY BEVERAGE

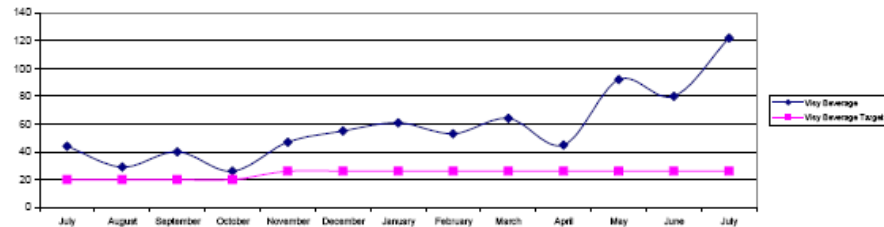
NUMBER OF RISK ASSESSMENTS COMPLETED



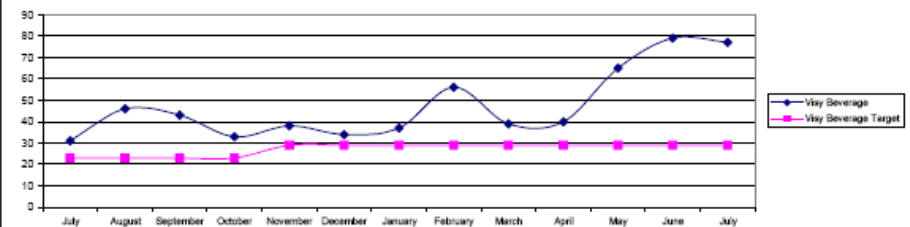
NUMBER OF WORK PLACE AUDITS COMPLETED



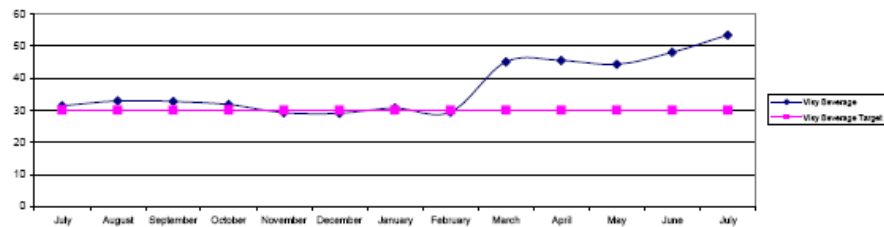
NUMBER OF SAFETY ACTIONS COMPLETED



NUMBER OF TOOL BOX TALKS COMPLETED



MEDICAL TREATED INJURY FREQUENCY RATE



## **APPENDIX 8.3**

### **SAFETY SCORECARD JULY 2007 VS JULY 2008**



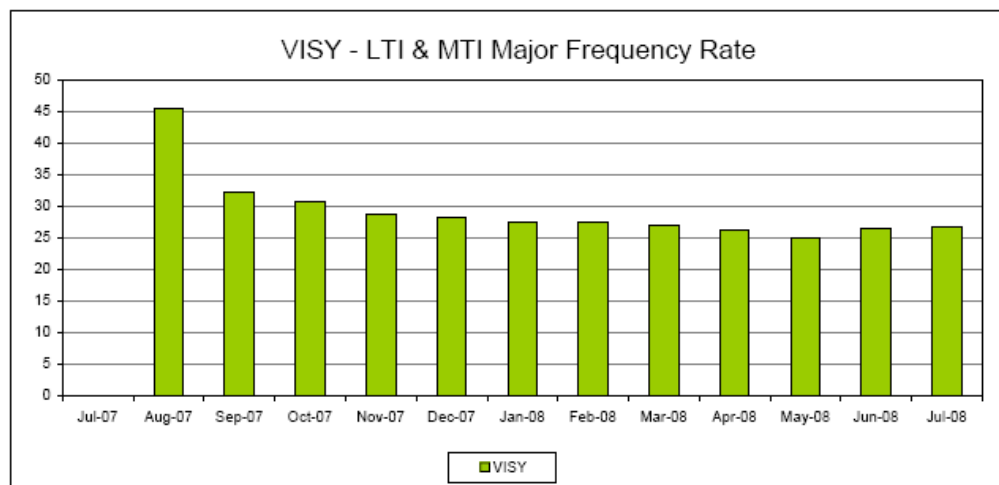
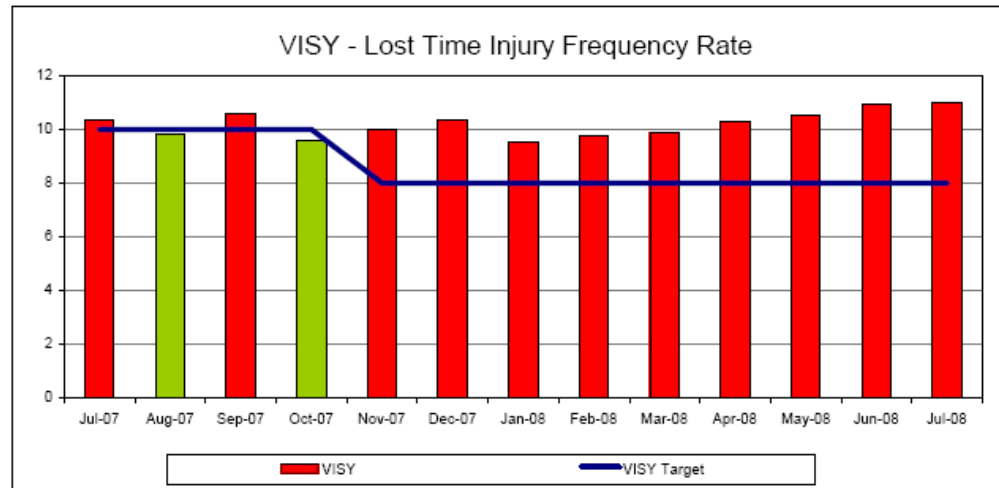
# SAFETY KPI SCORECARD

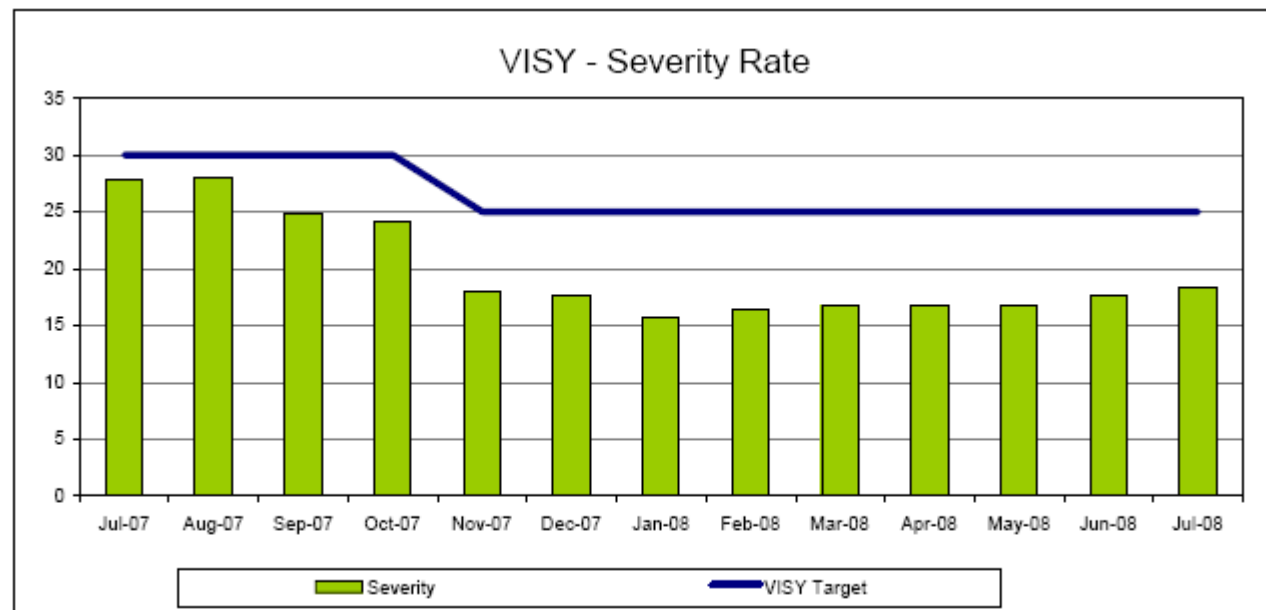
## EXECUTIVE SUMMARY

JULY 2008	PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	LTI AND MTI (MAJOR) FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WICOMP PREMIUM PER EMPLOYEE (\$)	WICOMP CLAIMS EXPENSES PER EMP. (\$)
						AT WORK, MODIFIED / RESTRICTED DUTIES	NOT AT WORK				
	Recycling	11.22	28.06	280.61	3.21	14	4	93%	83	\$1,846	\$702
	Pulp & Paper	12.93	19.12	177.67	35.09	11	4	94%	540	\$3,869	\$2,551
	Packaging	11.19	30.36	220.09	12.12	47	8	95%	182	\$3,343	\$1,612
	New & Emerging	10.27	28.06	170.42	12.57	7	0	90%	90	\$1,174	\$294
	Logistics	43.16	75.52	118.68	3.45	1	0	0%	4	\$0 *	\$0 *
	<b>VISY:</b>	<b>10.97</b>	<b>26.73</b>	<b>202.03</b>	<b>18.33</b>	<b>80</b>	<b>16</b>	<b>94%</b>	<b>899</b>	<b>\$3,058</b>	<b>\$1,473</b>
	VISY Target 2008:										

JULY 2007	PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	LTI AND MTI (MAJOR) FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WICOMP PREMIUM PER EMPLOYEE (\$)	WICOMP CLAIMS EXPENSES PER EMP. (\$)
						AT WORK, MODIFIED / RESTRICTED DUTIES	NOT AT WORK				
	Recycling	9.04	-	275.03	13.78	7	0	99%	60	\$1,863	\$529
	Pulp & Paper	4.17	-	158.48	31.45	16	2	85%	199	\$2,958	\$945
	Packaging	13.93	-	213.42	33.07	47	5	94%	233	\$2,535	\$1,273
	New & Emerging	8.07	-	70.63	13.78	2	0	98%	35	\$1,614	\$111
	Logistics	-	-	-	-	-	-	-	-	-	-
	<b>VISY:</b>	<b>10.37</b>	<b>-</b>	<b>193.04</b>	<b>27.83</b>	<b>66</b>	<b>6</b>	<b>93%</b>	<b>472</b>	<b>\$2,591</b>	<b>\$1,357</b>
	VISY Target 2007:	10	-	100	30			90	200		

## SAFETY KPI SCORECARD: JULY 2008







# SAFETY KPI SCORECARD

## SUPPORTING INDICATORS

JULY 2008	PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTI (MAJOR) INJURY FREQUENCY RATE	NO. LTI'S		NO. MTT'S (Major)		NO. FATT'S & MTT'S (Minor)	
							CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
	Recycling	100	149	77	17	16.84	2	20	1	30	26	450
	Pulp & Paper	372	89	139	90	6.18	0	23	1	11	11	282
	Packaging	338	254	575	90	19.17	4	82	16	134	99	1,360
	New & Emerging	59	55	74	10	17.79	1	13	4	26	10	210
	Logistics	1	5	4	7	32.37	0	4	1	3	2	4
	<b>VISY</b>	<b>870</b>	<b>552</b>	<b>869</b>	<b>214</b>	<b>15.76</b>	<b>7</b>	<b>142</b>	<b>23</b>	<b>204</b>	<b>148</b>	<b>2306</b>
	VISY Target 2008:											

JULY 2007	PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTI (MAJOR) INJURY FREQUENCY RATE	NO. LTI'S		NO. MTT'S (Major)		NO. FATT'S & MTT'S (Minor)	
							CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
	Recycling	59	139	76	15	-	2	0	6	94	22	259
	Pulp & Paper	170	2082	43	59	-	1	7	11	64	32	195
	Packaging	249	202	330	84	-	5	93	38	434	65	937
	New & Emerging	13	23	19	10	-	1	8	2	26	7	36
	Logistics	-	-	-	-	-	-	-	-	-	-	-
	<b>VISY:</b>	<b>491</b>	<b>2446</b>	<b>468</b>	<b>168</b>	<b>-</b>	<b>9</b>	<b>108</b>	<b>57</b>	<b>618</b>	<b>126</b>	<b>1427</b>
	VISY Target 2007:	243	728	404								



## SAFETY KPI SCORECARD EXECUTIVE SUMMARY

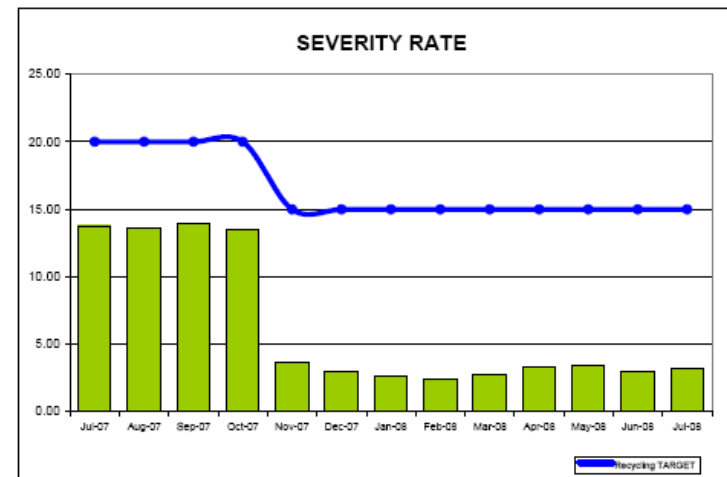
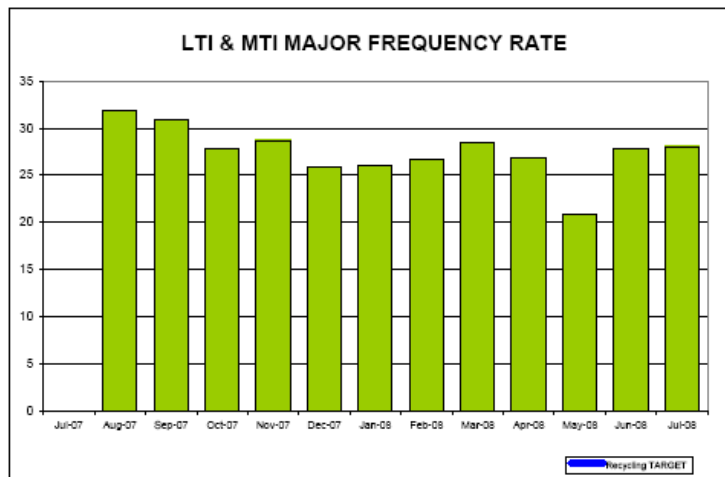
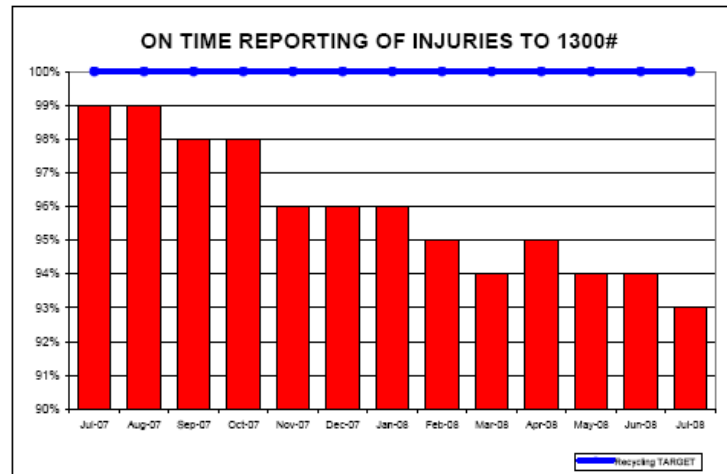
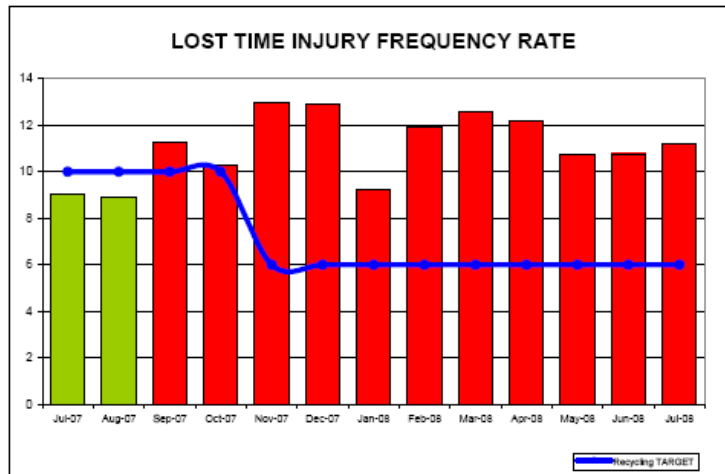
	PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	LTI AND MTI (MAJOR) FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WCOMP PREMIUM PER EMPLOYEE (\$)	WCOMP CLAIMS EXPENSES PER EMP. (\$)
						AT WORK, MODIFIED / RESTRICTED DUTIES	NOT AT WORK				
JULY 2008	VR (Glass) Leverton	0.00	11.91	547.68	2.14	2	0	100%	8	\$2,103	\$140
	VR (Paper) Coolaroo	0.00	0.00	16.04	1.13	0	0	100%	2	\$1,478	\$0
	VR (Kerb & Paper) Geelong	0.00	0.00	479.37	0.00	0	0	100%	5	\$1,576	\$903
	VR (Kerb & Paper) Springvale	6.18	12.35	197.64	14.59	1	2	86%	5	\$1,876	\$1,309
	VR (Kerbside) Banyule	0.00	0.00	52.57	6.08	1	0	100%	12	\$1,596	\$1,862
	VR (Kerbside) Swan Hill	0.00	0.00	1057.15	0.00	0	0	100%	6	\$629	\$0
	VR (Glass) Botany	0.00	22.02	176.16	0.00	0	0	100%	2	\$687	\$121
	VR (Paper) Botany	0.00	0.00	24.78	0.00	0	0	100%	2	\$444	\$160
	VR (Kerbside) Blackdown	0.00	0.00	0.00	0.00	0	0	100%	1	\$1,869	\$4,185
	VR (Kerbside) Marrickville	20.97	62.92	629.18	5.57	2	0	100%	2	\$4,114	\$1,958
	VR (Kerbside) Rydalmere	0.00	0.00	0.00	0.00	0	0	0%	1	\$700	\$1,202
	VR (Kerbside) Taren Point	0.00	24.60	590.41	0.00	0	0	100%	2	\$401	\$133
	VR (Paper) Smithfield	0.00	10.18	40.72	21.13	0	0	100%	2	\$5,797	\$2,373
	VR Smithfield MRF	0.00	8.91	303.05	0.00	1	0	91%	3	\$758	\$139
	VR (Glass) QLD	0.00	0.00	469.37	0.84	0	0	92%	4	\$872	\$178
	VR (Kerb & Paper) Gibson Island	12.36	37.09	420.37	0.00	1	0	85%	6	\$0	\$0
	VR (Kerbside) Nudgee	0.00	0.00	227.30	0.00	0	0	0%	0	\$1,236	\$355
	VR (Kerbside) Rocklea	0.00	0.00	0.00	0.00	0	0	0%	0	\$833	\$0
	VR (Kerbside) Townsville	51.58	103.16	979.99	0.00	1	0	92%	1	\$710	\$115
	VR Logan	0.00	0.00	0.00	0.00	0	0	0%	0	\$1,267	\$259
	VR Gold Coast	19.16	38.32	488.61	0.00	0	1	86%	3	\$0	\$0
	VR Maroochydoore	0.00	0.00	283.48	0.00	1	0	100%	1	\$2,072	\$731
	VR (Glass) Gillman	0.00	137.94	1103.49	0.00	0	0	100%	5	\$2,384	\$42
	VR (Kerbside) Elizabeth	379.98	379.98	886.63	0.00	1	0	100%	2	\$4,989	\$3,042
	VR (Kerbside) North Plympton	76.79	537.52	1689.35	0.00	0	0	89%	3	\$2,894	\$83
	VR (Kerbside) Wingfield	392.26	686.45	1863.23	0.00	3	1	87%	3	\$5,411	\$2,334
	VR Port Adelaide	0.00	31.26	93.78	0.00	0	0	0%	2	\$6,117	\$81
	VR (Paper) WA	30.35	30.35	273.13	0.00	0	0	0%	0	\$0	\$0
	RECYCLING	11.22	28.06	280.61	3.21	14	4	93%	83	\$1,846	\$702
	RECYCLING Target 2008:										

PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	LTI AND MTR (MAJOR) FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WCOMP PREMIUM PER EMPLOYEE (\$)	WCOMP CLAIMS EXPENSES PER EMP. (\$)
					AT WORK, MODIFIED / RESTRICTED DUTIES	NOT AT WORK				
VR (Glass) Laverton	0.00	-	447.77	37.94	2	0	100%	2	\$1,734	\$34
VR (Paper) Coolaroo	8.66	-	25.97	1.45	0	0	100%	1	\$1,907	\$664
VR (Kerb & Paper) Geelong	0.00	-	168.92	0.00	0	0	100%	6	\$1,644	\$853
VR (Kerb & Paper) Springvale	0.00	-	125.84	2.41	1	0	92%	10	\$3,596	\$149
VR (Kerbside) Banyule	16.36	-	32.72	59.06	1	0	100%	8	\$1,385	\$2,128
VR (Kerbside) Swan Hill	0.00	-	865.53	0.00	0	0	100%	0	\$384	\$0
VR (Glass) Botany	0.00	-	177.30	0.00	0	0	100%	2	\$678	\$124
VR (Paper) Botany	0.00	-	0.00	0.00	0	0	100%	2	\$790	\$171
VR (Kerbside) Blacktown	133.20	-	466.18	0.00	0	0	100%	1	\$0	\$8,362
VR (Kerbside) Marrickville	42.74	-	512.90	2.87	0	0	94%	2	\$6,758	\$5,390
VR (Kerbside) Rydalmere	193.11	-	386.23	0.00	0	0	100%	1	\$0	\$1,355
VR (Kerbside) Taren Point	15.56	-	264.57	3.80	0	0	100%	2	\$6,276	\$202
VR (Paper) Smithfield	11.83	-	0.00	64.92	1	0	100%	2	\$2,612	\$379
VR Smithfield MRF	45.22	-	2667.86	0.00	0	0	100%	2	\$0	\$0
VR (Glass) QLD	0.00	-	880.91	0.00	0	0	100%	2	\$1,400	\$862
VR (Kerb & Paper) Gibson Island	8.15	-	32.58	3.02	1	0	100%	2	\$2,585	\$830
VR (Kerbside) Nudgee	0.00	-	0.00	0.00	0	0	100%	1	\$1,477	\$402
VR (Kerbside) Rocklea	0.00	-	0.00	0.00	0	0	100%	1	\$0	\$0
VR (Kerbside) Townsville	0.00	-	783.29	0.00	0	0	100%	2	\$1,688	\$62
VR Logan	0.00	-	0.00	0.00	0	0	100%	1	\$0	\$223
VR Gold Coast	0.00	-	190.95	0.00	0	0	100%	4	\$1,477	\$2,569
VR Maroochydoore	0.00	-	83.68	112.90	1	0	80%	2	\$0	\$402
VR (Glass) Giffman	0.00	-	263.01	0.00	0	0	100%	2	\$1,751	\$0
VR (Kerbside) Elizabeth	-	-	-	-	-	-	-	-	-	-
VR (Kerbside) North Plympton	-	-	-	-	-	-	-	-	-	-
VR (Kerbside) Wingfield	-	-	-	-	-	-	-	-	-	-
VR Port Adelaide	30.41	-	0.00	0.00	0	0	100%	2	\$3,287	\$0
VR (Paper) WA	0.00	-	122.58	0.00	0	0	100%	0	\$3,281	\$310
<b>RECYCLING</b>	<b>9.04</b>	<b>-</b>	<b>275.03</b>	<b>13.78</b>	<b>7</b>	<b>0</b>	<b>99%</b>	<b>60</b>	<b>\$1,863</b>	<b>\$529</b>
RECYCLING Target 2007:	10		40	20			90%	39		

JULY 2007



## SAFETY KPI SCORECARD: JULY 2008





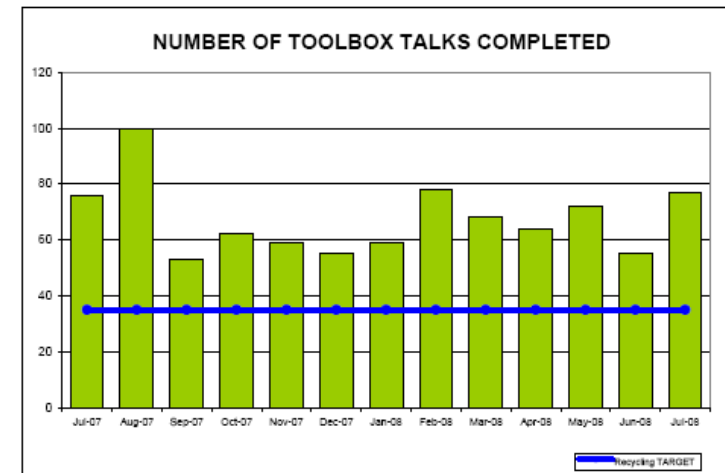
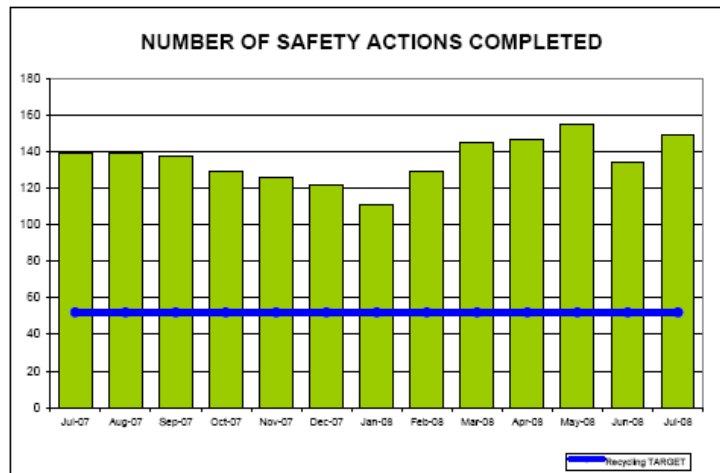
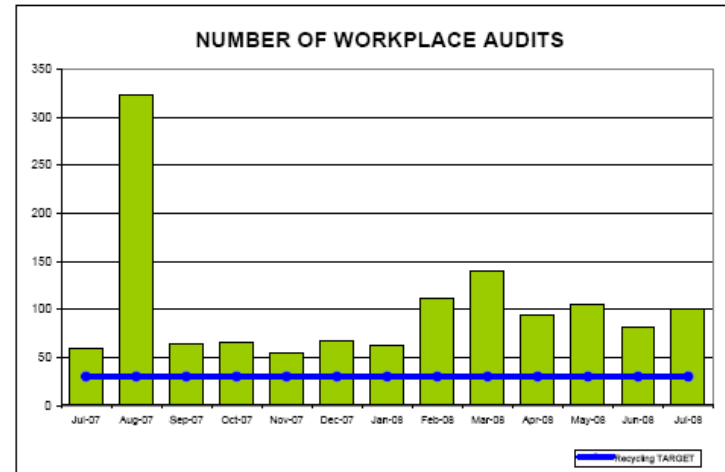
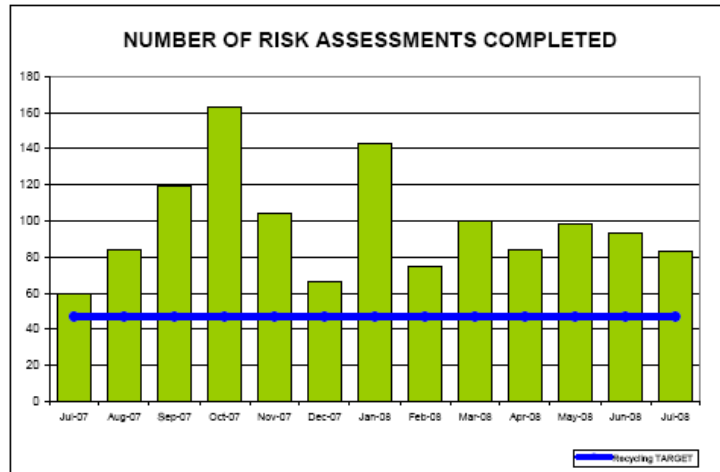
## SAFETY KPI SCORECARD SUPPORTING INDICATORS

PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTI (MAJOR) INJURY FREQUENCY RATE	NO. LTFS		NO. MTIS (Major)		NO. FATIS & MTIS (Minor)	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
VR (Glass) Laverton	6	6	8	1	11.91	0	0	0	1	4	45
VR (Paper) Coolaroo	2	1	2	0	0.00	0	0	0	0	0	2
VR (Kerb & Paper) Geelong	4	5	1	1	0.00	0	0	0	0	1	28
VR (Kerb & Paper) Springvale	2	5	4	1	6.18	0	1	0	1	2	30
VR (Kerbside) Banyule	3	15	2	0	0.00	0	0	0	0	0	3
VR (Kerbside) Swan Hill	5	12	2	0	0.00	0	0	0	0	0	12
VR (Glass) Botany	3	6	2	0	22.02	0	0	0	1	1	7
VR (Paper) Botany	3	6	2	0	0.00	0	0	0	0	0	1
VR (Kerbside) Blacktown	2	2	1	0	0.00	0	0	0	0	0	0
VR (Kerbside) Marrickville	26	24	8	1	41.95	0	1	0	2	1	27
VR (Kerbside) Rydalmere	2	2	1	0	0.00	0	0	0	0	0	0
VR (Kerbside) Taren Point	3	6	2	0	24.60	0	0	0	1	1	23
VR (Paper) Smithfield	3	6	2	0	10.18	0	0	0	1	1	3
VR Smithfield MRF	3	12	4	0	8.91	0	0	0	1	3	33
VR (Glass) OLD	2	2	4	0	0.00	0	0	0	0	0	18
VR (Kerb & Paper) Gibson Island	4	1	4	0	24.73	0	2	0	4	1	62
VR (Kerbside) Nudgee	2	4	3	1	0.00	0	0	0	0	0	8
VR (Kerbside) Rocklea	0	0	0	0	0.00	0	0	0	0	0	0
VR (Kerbside) Townsville	0	4	1	1	51.58	0	1	0	1	1	17
VR Logan	0	0	0	0	0.00	0	0	0	0	0	0
VR Gold Coast	2	5	4	2	19.16	1	2	0	2	0	47
VR Maroochydoore	3	2	1	0	0.00	0	0	0	0	0	17
VR (Glass) Giltman	4	3	4	0	137.94	0	0	0	2	1	14
VR (Kerbside) Elizabeth	4	3	1	1	0.00	1	3	0	0	0	4
VR (Kerbside) North Plympton	4	8	3	1	460.73	0	1	0	6	1	15
VR (Kerbside) Wingfield	4	6	8	7	294.19	0	8	1	6	7	24
VR Port Adelaide	4	3	2	0	31.26	0	0	0	1	0	2
VR (Paper) WA	0	0	1	0	0.00	0	1	0	0	0	8
<b>RECYCLING:</b>	<b>100</b>	<b>149</b>	<b>77</b>	<b>17</b>	<b>16.84</b>	<b>2</b>	<b>20</b>	<b>1</b>	<b>30</b>	<b>26</b>	<b>450</b>
RECYCLING Target 2008:											

JULY 2008

	PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTI (MAJOR) INJURY FREQUENCY RATE	NO. LTI'S		NO. MTF'S		NO. PATT'S	
							CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
JULY 2007	VR (Glass) Laverton	2	2	7	5	-	0	0	1	15	5	33
	VR (Paper) Coolaroo	2	4	6	2	-	0	1	0	1	0	3
	VR (Kerb & Paper) Geelong	2	6	1	0	-	0	0	1	5	0	9
	VR (Kerb & Paper) Springvale	2	6	3	1	-	0	0	0	10	0	17
	VR (Kerb) Banyule	3	6	2	0	-	0	1	0	6	0	2
	VR (Kerb) Swan Hill	2	2	2	0	-	0	0	0	4	0	9
	VR (Glass) Botany	3	6	2	0	-	0	0	0	1	0	8
	VR (Paper) Botany	3	8	2	1	-	0	0	1	4	0	0
	VR (Kerb) Blacktown	2	2	1	0	-	0	2	0	2	0	7
	VR (Kerb) Marrickville	3	22	3	0	-	0	2	0	6	1	24
	VR (Kerb) Rydalmere	2	2	1	0	-	1	1	0	1	2	2
	VR (Kerb) Taren Point	3	7	2	0	-	0	1	0	6	1	17
	VR (Paper) Smithfield	3	9	2	1	-	0	1	0	2	0	0
	VR Smithfield MRF	3	6	2	0	-	0	1	0	5	0	59
	VR (Glass) QLD	3	4	5	0	-	0	0	0	2	6	29
	VR (Kerb & Paper) Glenon Island	3	8	9	1	-	1	1	2	9	1	4
	VR (Kerb) Nudgee	2	7	1	0	-	0	0	0	0	0	0
	VR (Kerb) Rocklea	1	2	1	0	-	0	0	0	0	0	0
	VR (Kerb) Townsville	3	6	2	1	-	0	0	0	4	3	16
	VR Logan	1	2	1	0	-	0	0	0	1	0	0
	VR Gold Coast	3	6	6	2	-	0	0	0	5	1	10
	VR Maroochydoore	3	8	3	0	-	0	0	0	0	0	1
	VR (Glass) Gilman	2	2	4	0	-	0	0	0	1	0	5
	VR (Kerb) Elizabeth	-	-	-	-	-	-	-	-	-	-	-
	VR (Kerb) North Plympton	-	-	-	-	-	-	-	-	-	-	-
	VR (Kerb) Wingfield	-	-	-	-	-	-	-	-	-	-	-
	VR Port Adelaide	3	6	3	1	-	0	1	0	0	0	0
	VR (Paper) WA	0	0	5	0	-	0	0	1	3	2	4
	RECYCLING:	59	139	76	15	-	2	12	6	94	22	259
	RECYCLING Target 2007:	30	52	35								

## SAFETY KPI SCORECARD: JULY 2008

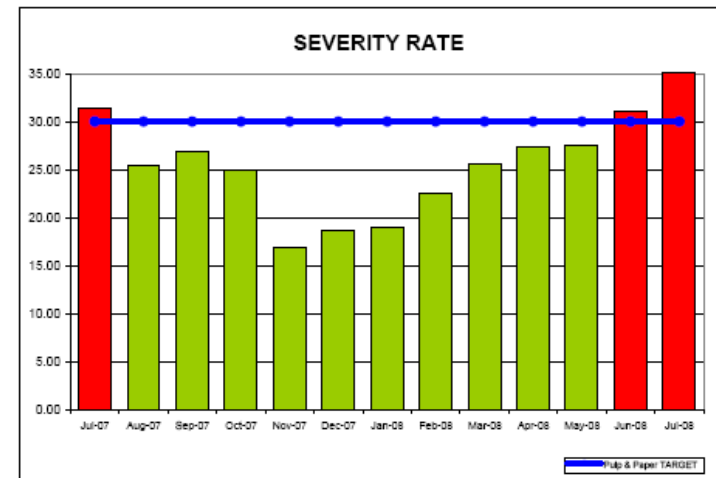
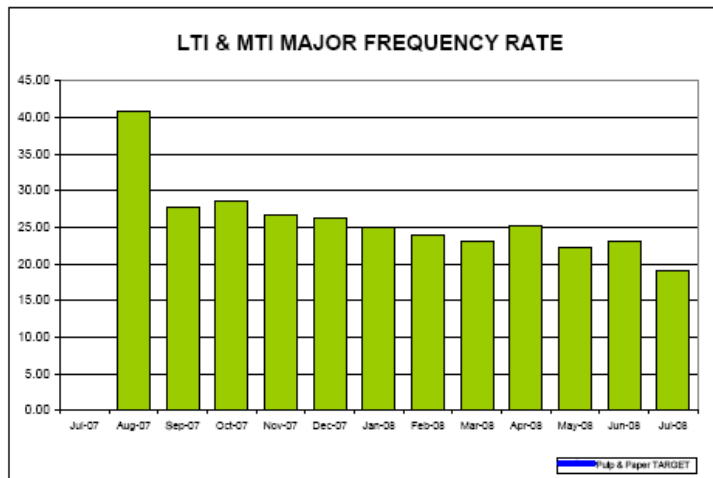
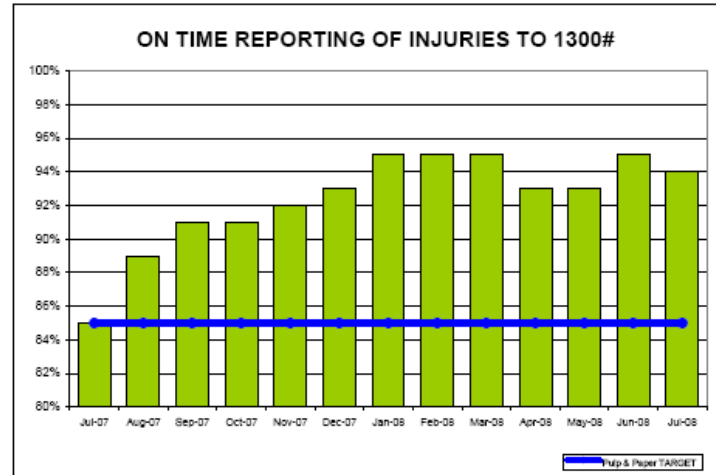
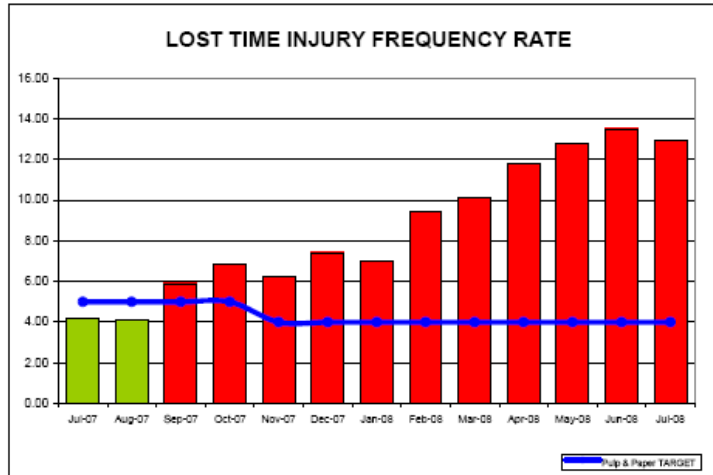




## SAFETY KPI SCORECARD EXECUTIVE SUMMARY

	PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	LTI AND MTI (MAJOR) FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WICOMP PREMIUM PER EMPLOYEE (\$)	WICOMP CLAIMS EXPENSES PER EMP. (\$)
						AT WORK, MODIFIED / RESTRICTED DUTIES	NOT AT WORK				
JULY 2008	Visy Paper (Coating) Coolaroo	0.00	0.00	178.28	0.00	0	0	67%	0	\$1,738	\$0
	Visy Paper (VP2) Reservoir	21.87	36.46	539.58	10.35	2	2	96%	26	\$3,310	\$4,834
	Visy Paper (VP3&6) Smithfield	16.07	16.07	208.95	65.86	0	1	100%	0	\$4,828	\$1,677
	Visy Paper (VP4) Coolaroo	25.49	32.77	196.64	40.38	4	0	95%	32	\$2,661	\$1,264
	Visy Paper (VP5) Coolaroo	12.54	31.34	225.66	81.15	0	1	88%	44	\$4,228	\$3,822
	Visy Paper (VP8) QLD	6.89	6.89	82.73	3.49	0	0	100%	10	\$3,870	\$1,796
	Visy Pulp & Paper Tumut	8.45	19.72	115.48	0.00	5	0	93%	428	\$6,450	\$1,913
	<b>PULP &amp; PAPER:</b>	<b>12.93</b>	<b>19.12</b>	<b>177.67</b>	<b>35.09</b>	<b>11</b>	<b>4</b>	<b>94%</b>	<b>540</b>	<b>\$3,869</b>	<b>\$2,551</b>
	PULP & PAPER Target 2008:										
JULY 2007	Visy Paper (Coating) Coolaroo	0.00	-	182.69	0.00	0	0	75%	5	\$2,084	\$501
	Visy Paper (VP2) Reservoir	0.00	-	234.83	60.73	2	1	100%	24	\$4,509	\$2,780
	Visy Paper (VP3&6) Smithfield	6.50	-	136.51	24.14	6	0	88%	2	\$3,597	\$1,413
	Visy Paper (VP4) Coolaroo	0.00	-	124.69	34.51	4	0	71%	12	\$1,734	\$86
	Visy Paper (VP5) Coolaroo	5.77	-	144.27	51.03	0	1	76%	5	\$2,731	\$2,061
	Visy Paper (VP8) QLD	11.29	-	101.57	25.80	2	0	100%	3	\$3,850	\$1,733
	Visy Pulp & Paper Tumut	2.74	-	68.54	0.00	2	0	97%	148	\$2,198	\$877
	<b>PULP &amp; PAPER:</b>	<b>4.17</b>	<b>-</b>	<b>158.48</b>	<b>31.45</b>	<b>16</b>	<b>2</b>	<b>85%</b>	<b>199</b>	<b>\$2,958</b>	<b>\$1,190</b>
	PULP & PAPER Target 2007:	5		40	30			85%	37		

## SAFETY KPI SCORECARD: JULY 2008



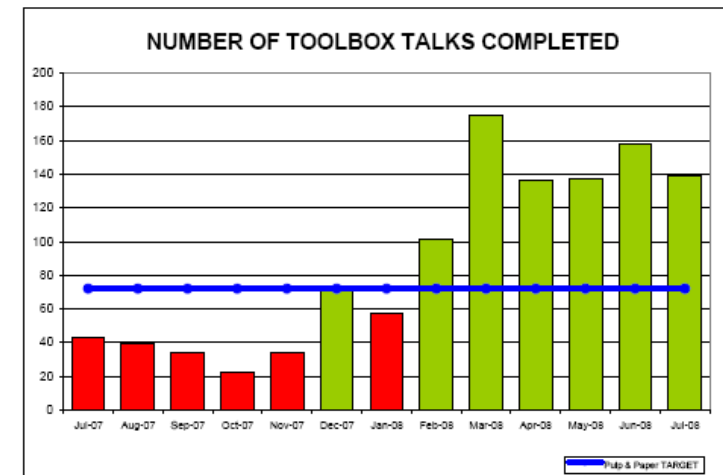
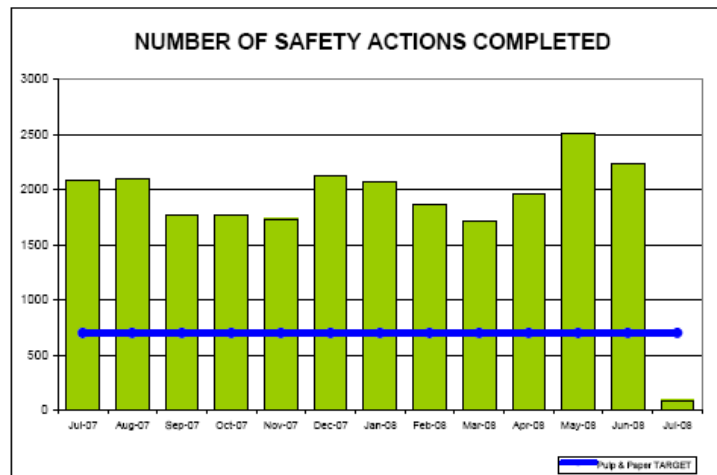
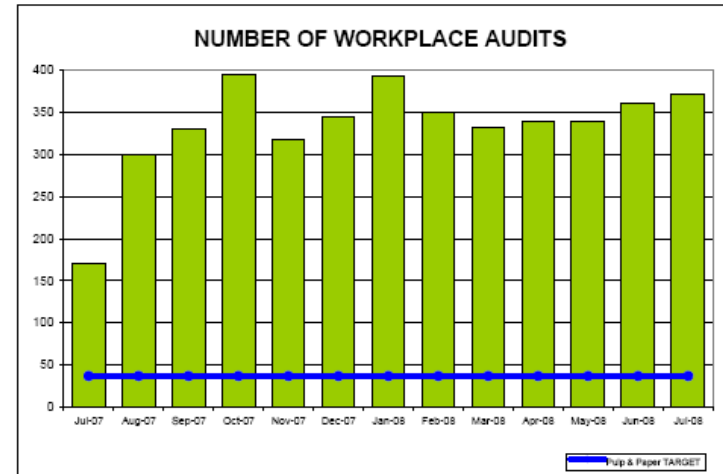
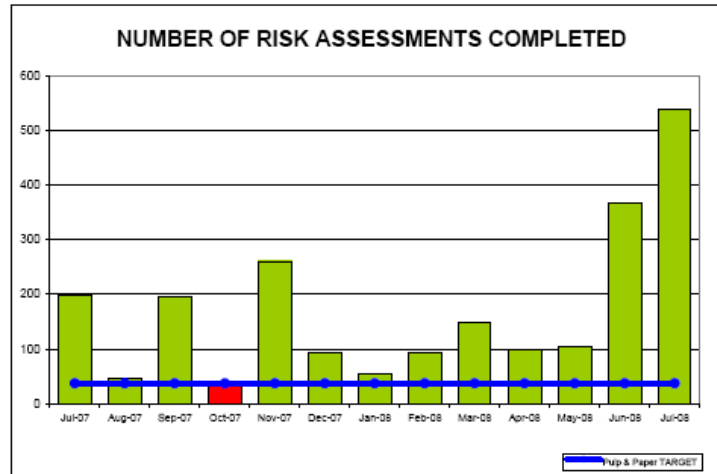


# SAFETY KPI SCORECARD SUPPORTING INDICATORS

JULY 2008	PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTI (MAJOR) INJURY FREQUENCY RATE	NO. LTI'S		NO. MTT'S (Major)		NO. FATT'S & MTT'S (Minor)	
							CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
	Visy Paper (Coating) Coolaroo	0	0	0	0	0.00	0	0	0	0	1	9
	Visy Paper (VP2) Reservoir	15	20	20	12	14.58	0	3	0	2	0	69
	Visy Paper (VP3&6) Smithfield	34	36	4	6	0.00	0	6	0	0	2	72
	Visy Paper (VP4) Coolaroo	27	20	25	14	7.28	0	7	0	2	1	45
	Visy Paper (VP5) Coolaroo	124	9	21	6	18.80	0	2	1	3	2	31
	Visy Paper (VP8) QLD	58	4	5	3	0.00	0	2	0	0	3	22
	Visy Pulp & Paper Tumut	114	0	64	49	11.27	0	3	0	4	2	34
	<b>PULP &amp; PAPER:</b>	<b>372</b>	<b>89</b>	<b>139</b>	<b>90</b>	<b>6.18</b>	<b>0</b>	<b>23</b>	<b>1</b>	<b>11</b>	<b>11</b>	<b>282</b>
	PULP & PAPER Target 2008:											

JULY 2007	PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTI (MAJOR) INJURY FREQUENCY RATE	NO. LTI'S		NO. MTT'S		NO. FATT'S	
							CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
	Visy Paper (Coating) Coolaroo	5	8	3	1	-	0	0	0	2	1	8
	Visy Paper (VP2) Reservoir	11	199	5	8	-	0	0	3	11	5	31
	Visy Paper (VP3&6) Smithfield	11	576	2	10	-	1	2	2	10	8	42
	Visy Paper (VP4) Coolaroo	40	220	10	10	-	0	0	6	17	3	37
	Visy Paper (VP5) Coolaroo	40	184	6	4	-	0	1	1	7	0	25
	Visy Paper (VP8) QLD	53	213	10	5	-	0	3	1	6	13	27
	Visy Pulp & Paper Tumut	10	682	7	21	-	0	1	1	11	2	25
	<b>PULP &amp; PAPER:</b>	<b>170</b>	<b>2082</b>	<b>43</b>	<b>59</b>	<b>-</b>	<b>1</b>	<b>7</b>	<b>11</b>	<b>64</b>	<b>32</b>	<b>195</b>
	PULP & PAPER Target 2007:	37	700	72		15.00						

## SAFETY KPI SCORECARD: JULY 2008







## SAFETY KPI SCORECARD EXECUTIVE SUMMARY

	PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	LTI AND MTI (MAJOR) FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WICOMP PREMIUM PER EMPLOYEE (\$)	WICOMP CLAIMS EXPENSES PER EMP. (\$)
						AT WORK, MODIFIED / RESTRICTED DUTIES	NOT AT WORK				
JULY 2008	VleyGrama Port Melbourne VIC	0.00	0.00	0.00	0.00	0	0	100%	1	-	-
	VleyGrama Kileyth VIC	0.00	0.00	0.00	0.00	0	0	100%	1	-	-
	VleyGrama Wodonga VIC	20.36	45.82	605.78	5.20	0	0	100%	2	-	-
	VleyGrama Laverton VIC	0.00	171.07	171.07	0.00	0	0	100%	0	-	-
	VleyGrama Reveeby NSW	12.89	19.33	90.20	7.20	0	0	100%	1	\$423	\$117
	VleyGrama Punchbowl NSW	0.00	0.00	0.00	0.00	0	0	100%	0	-	-
	VleyGrama Campbelltown NSW	0.00	0.00	0.00	0.00	0	0	100%	0	-	-
	P&I* NSW	12.46	37.39	118.40	7.00	1	0	78%	26	\$495	\$199
	VleyGrama NZ	13.89	13.89	13.89	0.00	0	0	-	2	\$445	\$0
	GLAMA SUB TOTAL	14.57	29.14	206.63	5.42	1	0	-	33	-	-
JULY 2008	RitePak Huntingwood NSW	14.31	28.62	228.93	36.78	1	0	50%	2	\$3,918	\$1,137
	TPC Reservoir VIC	7.40	36.98	114.63	40.19	3	0	100%	9	\$2,519	\$889
	Specialty Products VIC	0.00	105.82	370.36	22.24	2	0	90%	4	-	-
	Clayton Plastics VIC	0.00	17.91	412.02	0.00	0	0	100%	5	\$3,148	\$12
	Automation (National)	6.98	6.98	41.91	0.00	0	0	63%	0	\$1,708	-
	NEW & EMERGING:	10.27	28.06	170.42	12.57	7	0	90%	53	\$1,174	\$294
	NEW & EMERGING Target 2008:										
JULY 2007	ACE Print & Display NSW	5.32	-	42.57	19.69	0	0	100%	2	\$1,131	\$14
	P&I* NSW	0.00	-	10.85	0.00	1	0	92%	1	\$2,811	\$0
	Rite Pak Huntingwood NSW	0.00	-	57.79	0.00	0	0	100%	2	\$445	\$0
	Rite Pak Emu Plains NSW	57.56	-	115.13	0.00	1	0	100%	11	\$1,886	\$0
	TPC Reservoir VIC	3.91	-	86.11	22.10	0	0	86%	0	\$1,975	\$629
	Pada & Partitions VIC	0.00	-	190.31	0.00	0	0	100%	1	\$0	\$0
	POS VIC*	41.57	-	187.07	21.37	0	0	100%	18	\$3,243	\$134
	NEW & EMERGING:	8.07	-	70.63	13.78	2	0	98%	35	\$1,614	\$111
	NEW & EMERGING Target 2007:										

**DEFINITIONS:**  
 Lost Time Injury Frequency Rate: Number of Lost Time Injuries divided by number of hours worked per 1 million working hours (rolling 12 months)  
 LTI and MTI (Major) Injury Frequency Rate: Number of Lost Time Injuries & MTI (Major) Injuries divided by number of hours worked per 1 million working hours (rolling 12 months)  
 All Injury Frequency Rate: Number of injuries divided by number of hours worked per 1 million working hours (rolling 12 months)  
 Severity Rate: Number of working hours lost per injury (rolling 12 months)  
 On Time Reporting of Injuries To 1300 Number: Percentage of injuries reported on time to 1300 number (rolling 12 months), including below line

On RTW Plan: Employees at work on modified or restricted hours / duties  
 Not at Work: Employees not at work due to work related injuries  
 Wicomp Costs: Current annual premium costs including reinsurance, industry rating, medical expenses and claim estimates  
 Medical Ex. Paid: Total claims costs paid for the 3 year premium sensitive period (rolling cost)  
 WSP: Calculated using 2007 data (includes injury data and hours)



## SAFETY KPI SCORECARD SUPPORTING INDICATORS

	PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTI (MAJOR) INJURY FREQUENCY RATE	NO. LTF'S		NO. MTF'S (Major)		NO. FAT'S & MTF'S (Minor)	
							CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
JULY 2008	VleyGlama Port Melbourne VIC	0	2	0	0	0.00	0	0	0	0	0	0
	VleyGlama Killeyth VIC	2	4	0	0	0.00	0	0	0	0	0	0
	VleyGlama Wodonga VIC	30	5	17	0	25.45	0	4	0	5	5	110
	VleyGlama Laverton VIC	0	0	0	0	171.07	0	0	1	1	0	0
	VleyGlama Revesby NSW	4	5	4	2	6.44	0	2	0	0	0	11
	VleyGlama Punchbowl NSW	0	0	0	0	0.00	0	0	0	0	0	0
	VleyGlama Campbelltown NSW	0	0	0	0	0.00	0	0	0	0	0	0
	P&I* NSW	1	4	2	1	24.93	1	2	0	4	0	12
	VleyGlama NZ	1	5	7	1	0.00	0	1	0	0	0	0
	GLAMA SUB TOTAL	38	25	30	4	14.57	1	9	1	10	5	133
	RitePak Huntingwood NSW	1	2	0	0	14.31	0	1	1	1	1	14
	TPC Reservoir VIC	2	4	7	2	29.58	0	2	2	8	2	21
	Specialty Products VIC	2	4	2	0	105.82	0	0	0	6	0	15
	Clayton Plastics VIC	15	20	12	4	17.91	0	0	0	1	2	22
	Automation (National)	1	0	23	0	0.00	0	1	0	0	0	5
	NEW & EMERGING:	59	55	74	10	17.79	1	13	4	26	10	210
	NEW & EMERGING Target 2008:											
JULY 2007	ACE Print & Display NSW	4	2	4	0	21.29	0	1	0	4	0	3
	P&I* NSW	1	2	0	3	0.00	0	0	0	0	2	2
	Rite Pak Huntingwood NSW	1	5	0	0	43.34	0	0	0	3	0	1
	Rite Pak Emu Plains NSW	4	0	4	0	28.76	1	4	0	2	0	2
	TPC Reservoir VIC	0	7	4	1	35.23	0	1	1	9	2	12
	Pads & Partitions VIC	1	2	1	0	69.20	0	0	0	4	1	7
	POS VIC*	2	5	6	3	83.14	0	2	1	4	2	9
	NEW & EMERGING:	13	23	19	7	26.23	1	8	2	26	7	36
	NEW & EMERGING Target 2007:											



## SAFETY KPI SCORECARD EXECUTIVE SUMMARY - JULY 2008

PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	LTI AND NTI (MAJOR) FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WCOMP PREMIUM PER EMPLOYEE (\$)	WCOMP CLAIMS EXPENSES PER EMP. (\$)
					AT WORK, MODIFIED / RESTRICTED DUTIES	NOT AT WORK				
Centre Line Die Forms - VIC	20.24	20.24	263.37	0.00	0	0	100%	2	\$1,637	\$314
CCP	9.61	28.82	0.00	0.00	0	0	0%	5	\$5,815	\$1,731
Vileyflex Preprint- Coolaroo	6.08	12.16	54.71	45.94	1	1	71%	1	\$1,055	\$380
Rite Pak Regents Park NSW	19.46	58.37	272.37	0.00	0	0	50%	2	\$4,668	\$882
TPC Canning Vale WA	0.00	31.57	78.91	11.20	0	0	100%	3	\$2,633	\$4,090
TPC (SRB) Carole Park QLD	17.80	17.80	355.91	1.88	0	0	100%	0	\$1,433	\$356
VB (Corrug) Berri	0.00	0.00	0.00	0.00	0	0	0%	1	\$5,012	\$0
VB (Corrug) Carole Park	10.74	28.63	173.59	0.16	5	0	86%	10	\$2,941	\$3,068
VB (Corrug) Coolaroo	0.00	31.81	190.87	1.91	3	0	100%	10	\$6,825	\$1,711
VB (Corrug) Dandenong	6.73	31.39	163.69	21.64	3	2	98%	6	\$5,209	\$2,045
VB (Corrug) Gepps Cross	28.24	30.41	343.25	42.73	0	0	0%	5	\$7,163	\$3,065
VB (Corrug) New Zealand	9.83	34.42	159.81	0.00	0	0	100%	5	\$0	\$0
VB (Corrug) O'Connor WA	24.78	38.93	237.14	30.47	1	0	100%	3	\$3,780	\$6,053
VB (Corrug) Smithfield	36.61	45.06	247.80	70.21	5	0	67%	10	\$8,831	\$4,375
VB (Corrug) Warwick Farm	42.01	53.22	274.48	68.30	3	2	80%	10	\$7,426	\$2,891
VB (Corrug) Wodonga	16.37	19.65	461.67	3.99	0	0	98%	3	\$1,705	\$733
VB (Corrug) Yalata	0.00	32.94	0.00	0.00	0	1	67%	13	\$2,006	\$66
FAQ (National)	6.58	6.58	32.92	47.20	0	1	50%	6	\$1,413	\$590
<b>BOARD SUB TOTAL:</b>	<b>15.98</b>	<b>30.85</b>	<b>217.31</b>	<b>25.22</b>	<b>21</b>	<b>7</b>	<b>96%</b>	<b>95</b>	<b>\$3,713</b>	<b>\$2,126</b>
<b>JULY 2008</b>										
Viley (PET Aust) Cavan	0.00	0.00	436.58	9.50	1	0	96%	3	\$5,116	\$1,436
Viley (PET Aust) Forrestdale	0.00	0.00	80.15	0.00	0	0	100%	2	\$2,245	\$931
Viley (PET Aust) Heathwood	0.00	35.20	197.14	3.54	2	0	83%	2	\$1,005	\$2,044
Viley (PET Aust) Kings Park	0.00	61.48	324.98	1.00	6	0	90%	4	\$2,163	\$1,044
Viley (PET Aust) Moorabbin	8.70	69.61	130.52	10.83	2	0	100%	4	\$1,464	\$753
Viley (PET Aust) Wetherill Park	12.01	72.08	240.25	0.40	2	0	100%	2	\$1,708	\$582
Viley (PET NZ) Auckland	0.00	17.17	143.05	0.00	0	0	100%	4	\$0	\$0
Viley (PET NZ) Christchurch	0.00	0.00	211.43	0.00	0	0	100%	10	\$0	\$0
Viley/Pak Precious	0.00	0.00	223.31	21.34	2	0	67%	1	\$2,222	\$914
<b>PET SUB TOTAL:</b>	<b>1.88</b>	<b>33.90</b>	<b>213.78</b>	<b>3.64</b>	<b>15</b>	<b>0</b>	<b>94%</b>	<b>32</b>	<b>\$2,275</b>	<b>\$1,101</b>
Viley (Bev Can) Clayton	0.00	8.62	215.60	60.56	0	1	96%	4	\$4,755	\$2,619
Viley (Bev Can) Smithfield	7.16	28.64	85.92	13.29	2	0	83%	15	\$2,034	\$611
Viley (Bev Can) Wiri, NZ	0.00	13.00	585.15	0.00	0	0	100%	1	\$0	\$0
Viley (Bev Can) Coburg	0.00	59.48	237.94	0.00	2	0	100%	2	\$0	\$0
<b>BEVERAGE CANS SUB TOTAL</b>	<b>2.26</b>	<b>20.34</b>	<b>212.43</b>	<b>17.80</b>	<b>4</b>	<b>1</b>	<b>95%</b>	<b>22</b>	<b>\$3,395</b>	<b>\$1,615</b>
Viley (Cartons) Broadmeadows	2.07	16.54	101.30	53.37	3	1	100%	6	\$2,884	\$1,162
<b>CARTONS SUB TOTAL:</b>	<b>2.07</b>	<b>16.54</b>	<b>101.30</b>	<b>53.37</b>	<b>3</b>	<b>1</b>	<b>100%</b>	<b>6</b>	<b>\$2,884</b>	<b>\$1,162</b>
Viley (Food Can) Coburg	3.08	36.97	277.27	25.46	7	0	95%	11	\$5,114	\$1,114
Viley (Food Can) Shepparton	20.53	68.42	547.37	1.67	3	0	94%	3	\$2,414	\$782
Viley (Food Can) Wodonga	0.00	30.57	550.21	8.74	2	1	96%	13	\$5,823	\$4,270
<b>FOOD CANS SUB TOTAL:</b>	<b>6.50</b>	<b>40.62</b>	<b>363.96</b>	<b>12.93</b>	<b>12</b>	<b>1</b>	<b>95%</b>	<b>27</b>	<b>\$4,451</b>	<b>\$2,056</b>
<b>PACKAGING 2008:</b>	<b>11.19</b>	<b>30.36</b>	<b>220.09</b>	<b>12.12</b>	<b>55</b>	<b>10</b>	<b>95%</b>	<b>182</b>	<b>\$3,343</b>	<b>\$1,612</b>
<b>PACKAGING Target 2008:</b>										



## SAFETY KPI SCORECARD EXECUTIVE SUMMARY - JULY 2007

PLANT	LOST TIME INJURY FREQUENCY RATE INDEX	LTI AND MTD (MAJOR) INJURY FREQUENCY RATE INDEX	ALL INJURY FREQUENCY RATE INDEX	SEVERITY RATE INDEX	EMPLOYEES ON WORKERS COMP		ON TIME REPORTING OF INJURIES TO 1300 NUMBER (%)	NUMBER OF RISK ASSESSMENTS COMPLETED	WICOMP PREMIUM PER EMPLOYEE (\$)	WICOMP CLAIMS EXPENSES PER EMP. (\$)
					AT WORK, MODIFIED / RESTRICTED DUTIES	NOT AT WORK				
Centre Line Die Forms - VIC	0.00	-	120.11	0.00	0	0	100%	14	\$1,661	\$328
GCP	0.00	-	97.04	1.11	0	0	100%	2	\$2,026	\$217
Visyflex Preprint- Coolaroo	19.35	-	116.08	18.87	1	0	89%	2	\$1,812	\$271
Rite Pak Regentia Park	-	-	-	-	-	-	-	-	-	-
TPC Canning Vale WA	0.00	-	338.13	39.96	0	0	71%	0	\$384	\$4,064
TPC (SRB) Carole Park	0.00	-	316.66	0.00	1	0	75%	1	\$1,089	\$308
VB (Corrug) Berri	0.00	-	0.00	0.00	0	0	100%	0	\$1,858	\$0
VB (Corrug) Carole Park	19.36	-	111.30	13.24	0	0	92%	6	\$2,282	\$2,399
VB (Corrug) Coolaroo	5.91	-	212.78	76.64	4	0	100%	29	\$7,246	\$2,062
VB (Corrug) Dandenong	10.15	-	268.89	33.17	1	1	98%	47	\$5,155	\$1,491
VB (Corrug) Gepps Cross	36.33	-	365.55	60.03	1	0	100%	4	\$4,600	\$6,374
VB (Corrug) New Zealand	18.92	-	215.71	0.00	0	0	100%	8	\$452	\$69
VB (Corrug) O'Connor WA	17.44	-	251.16	20.37	0	0	100%	37	\$1,514	\$4,078
VB (Corrug) Smithfield	34.75	-	269.29	93.71	4	2	87%	9	\$8,855	\$3,492
VB (Corrug) Warwick Farm	31.72	-	222.07	25.31	5	0	88%	7	\$5,705	\$2,946
VB (Corrug) Wodonga	6.38	-	188.58	13.18	0	1	100%	6	\$1,479	\$101
VB (Corrug) Yatala	0.00	-	148.32	0.75	0	0	90%	4	\$0	\$62
FAG (National)	0.00	-	49.72	0.00	0	0	100%	0	-	-
<b>BOARD SUB TOTAL:</b>	<b>18.00</b>	<b>-</b>	<b>206.99</b>	<b>43.18</b>	<b>17</b>	<b>4</b>	<b>94%</b>	<b>176</b>	<b>\$2,884</b>	<b>\$1,766</b>
<b>JULY 2007</b>										
Vley (PET Aust) Cavan	0.00	-	340.37	0.00	0	0	98%	3	\$5,698	\$1,855
Vley (PET Aust) Forrestdale	0.00	-	176.37	0.00	0	0	93%	3	\$4,985	\$537
Vley (PET Aust) Heathwood	0.00	-	404.44	20.12	1	0	89%	4	\$1,203	\$627
Vley (PET Aust) Kings Park	0.00	-	271.40	6.81	0	0	98%	8	\$2,436	\$1,301
Vley (PET Aust) Moorabbin	9.83	-	137.57	0.00	2	0	98%	2	\$864	\$332
Vley (PET Aust) Wetherill Park	0.00	-	132.28	0.00	0	0	100%	4	\$1,123	\$155
Vley (PET NZ) Auckland	0.00	-	23.73	0.00	0	0	100%	4	\$544	\$0
Vley (PET NZ) Christchurch	26.18	-	235.66	0.00	0	0	100%	2	\$520	\$0
VleyPak Preston	0.00	-	479.20	0.51	3	0	100%	9	\$3,464	\$2,642
<b>PET SUB TOTAL:</b>	<b>2.07</b>	<b>-</b>	<b>239.56</b>	<b>6.72</b>	<b>6</b>	<b>0</b>	<b>97%</b>	<b>39</b>	<b>\$2,315</b>	<b>\$828</b>
Vley (Bev Can) Clayton	6.78	-	298.39	48.86	2	0	90%	5	\$1,995	\$815
Vley (Bev Can) Smithfield	0.00	-	153.07	5.67	3	0	96%	3	\$4,626	\$1,188
Vley (Bev Can) Wiri, NZ	14.35	-	530.87	0.00	1	0	50%	2	\$921	\$0
Vley (Bev Can) Coburg	0.00	-	36.26	0.00	0	0	100%	1	\$0	\$0
<b>BEVERAGE CANS SUB TOTAL</b>	<b>4.66</b>	<b>-</b>	<b>218.95</b>	<b>18.94</b>	<b>6</b>	<b>0</b>	<b>84%</b>	<b>11</b>	<b>\$2,514</b>	<b>\$1,002</b>
Vley (Cartons) Broadmeadows	2.01	-	22.14	78.50	3	1	100%	0	\$2,442	\$993
<b>CARTONS SUB TOTAL:</b>	<b>2.01</b>	<b>-</b>	<b>22.14</b>	<b>78.50</b>	<b>3</b>	<b>1</b>	<b>100%</b>	<b>0</b>	<b>\$2,442</b>	<b>\$993</b>
Vley (Food Can) Coburg	20.29	-	168.12	74.66	5	0	96%	4	\$4,006	\$2,689
Vley (Food Can) Shepparton	22.66	-	808.22	1.47	3	0	96%	2	\$1,137	\$130
Vley (Food Can) Wodonga	22.83	-	331.02	24.05	7	0	97%	1	\$2,423	\$2,505
<b>FOOD CANS SUB TOTAL:</b>	<b>19.05</b>	<b>-</b>	<b>304.87</b>	<b>26.26</b>	<b>15</b>	<b>0</b>	<b>96%</b>	<b>7</b>	<b>\$2,522</b>	<b>\$1,775</b>
<b>PACKAGING 2007:</b>	<b>13.93</b>	<b>-</b>	<b>213.42</b>	<b>33.07</b>	<b>47</b>	<b>5</b>	<b>94%</b>	<b>233</b>	<b>\$2,535</b>	<b>\$1,273</b>



## SAFETY KPI SCORECARD SUPPORTING INDICATORS - JULY 2008

PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTI (MAJOR) INJURY FREQUENCY RATE	NO. LTFs		NO. MTIs (Major)		NO. FATS & MTIs (Minor)	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
Centre Line Die Forms - VIC	1	1	2	0	0.00	0	1	0	0	0	13
CCP	10	1	6	0	19.21	0	1	0	2	0	18
Vicflex Preprint- Coolaroo	9	0	3	0	6.08	0	1	0	1	0	7
Rile Pak Regent Park	2	7	2	0	38.91	0	1	0	2	0	11
TPC Canning Vale WA	4	4	2	0	31.57	0	0	0	2	0	3
TPC (SRB) Carole Park	1	0	0	0	0.00	0	1	0	0	0	19
VB (Corrug) Berri	1	1	1	1	0.00	0	0	0	0	0	0
VB (Corrug) Carole Park	13	7	71	2	17.90	0	6	1	10	7	81
VB (Corrug) Coolaroo	14	24	20	8	31.81	0	0	2	11	5	55
VB (Corrug) Dandenong	16	22	18	6	24.67	0	3	2	11	4	59
VB (Corrug) Geppie Cross	62	18	119	2	2.17	2	13	0	1	8	144
VB (Corrug) New Zealand	23	11	26	5	24.59	0	4	1	10	3	51
VB (Corrug) O'Connor WA	8	18	21	0	14.16	0	7	0	4	5	56
VB (Corrug) Smithfield	17	0	41	2	8.47	1	13	0	3	5	72
VB (Corrug) Warlok Farm	30	0	28	18	11.20	1	15	1	4	17	79
VB (Corrug) Wodonga	26	6	23	0	3.27	0	5	0	1	4	135
VB (Corrug) Yafala	10	12	16	1	32.94	0	0	0	2	1	33
FAG (National)	4	1	10	1	0.00	0	1	0	0	1	4
<b>BOARD SUB TOTAL:</b>	<b>251</b>	<b>133</b>	<b>409</b>	<b>46</b>	<b>14.87</b>	<b>4</b>	<b>74</b>	<b>7</b>	<b>64</b>	<b>60</b>	<b>844</b>
Vic (PET Aust) Cavan	2	4	3	0	0.00	0	0	0	0	1	26
Vic (PET Aust) Forrestfield	5	2	5	3	0.00	0	0	0	0	2	5
Vic (PET Aust) Heathwood	6	4	8	1	35.20	0	0	0	5	2	23
Vic (PET Aust) Kings Park	6	16	19	6	61.48	0	0	2	14	4	60
Vic (PET Aust) Moorebilly	5	5	5	4	60.91	0	1	0	7	1	7
Vic (PET Aust) Wetherill Park	2	14	3	1	60.06	0	1	0	5	0	14
Vic (PET NZ) Auckland	4	4	4	1	0.00	0	0	1	3	0	22
Vic (PET NZ) Christchurch	1	6	3	1	17.17	0	0	0	0	1	11
Vic/Pak Prestons	3	3	3	5	0.00	0	0	0	0	1	23
<b>PET SUB TOTAL:</b>	<b>34</b>	<b>58</b>	<b>53</b>	<b>22</b>	<b>32.02</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>34</b>	<b>12</b>	<b>191</b>
Vic (Bev Can) Clayton	6	6	8	6	8.62	0	0	0	1	1	24
Vic (Bev Can) Smithfield	2	4	6	3	59.48	0	1	0	3	1	8
Vic (Bev Can) Wtrl, NZ	7	2	15	1	21.48	0	0	0	1	6	44
Vic (Bev Can) Coburg	2	1	5	2	13.00	0	0	2	3	0	9
<b>BEVERAGE CANS SUB TOTAL</b>	<b>17</b>	<b>13</b>	<b>34</b>	<b>12</b>	<b>18.08</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>8</b>	<b>8</b>	<b>85</b>
Vic (Cartons) Broadmeadows	2	12	9	4	14.47	0	1	1	7	4	41
<b>CARTONS SUB TOTAL:</b>	<b>2</b>	<b>12</b>	<b>9</b>	<b>4</b>	<b>14.47</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>7</b>	<b>4</b>	<b>41</b>
Vic (Food Can) Coburg	16	20	38	4	33.89	0	1	2	11	5	78
Vic (Food Can) Shepparton	8	8	20	1	47.89	0	3	1	7	7	70
Vic (Food Can) Wodonga	10	10	12	1	30.57	0	0	0	3	3	51
<b>FOOD CANS SUB TOTAL:</b>	<b>34</b>	<b>38</b>	<b>70</b>	<b>6</b>	<b>34.12</b>	<b>0</b>	<b>4</b>	<b>3</b>	<b>21</b>	<b>15</b>	<b>159</b>
<b>PACKAGING 2008:</b>	<b>338</b>	<b>254</b>	<b>575</b>	<b>90</b>	<b>19.17</b>	<b>4</b>	<b>82</b>	<b>16</b>	<b>134</b>	<b>99</b>	<b>1360</b>
<b>PACKAGING Target 2008:</b>											

JULY 2008



## SAFETY KPI SCORECARD SUPPORTING INDICATORS - JULY 2007

PLANT	NUMBER OF WORK PLACE AUDITS COMPLETED	NUMBER OF SAFETY ACTIONS COMPLETED	NUMBER OF TOOLBOX TALKS COMPLETED	NUMBER OF INCIDENT INVESTIGATIONS COMPLETED	MTI (MAJOR) INJURY FREQUENCY RATE	NO. LTFs		NO. MITS		NO. FATFs	
						CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS	CURRENT MONTH	ROLLING 12 MONTHS
Centre Line Die Forms - VIC	0	0	0	0	-	0	0	0	0	0	0
CCP	0	1	1	0	-	0	0	0	3	0	6
Vicflex Preprint- Coolaroo	7	6	3	2	-	0	3	2	7	0	8
Rile Pak Regents Park	0	0	0	0	-	0	0	0	0	0	0
TPC Canning Vale WA	4	8	2	3	-	0	0	1	4	1	17
TPC (SRB) Carole Park	1	1	1	0	-	0	0	1	6	0	11
VB (Corrug) Berri	1	0	1	0	-	0	0	0	0	0	0
VB (Corrug) Carole Park	21	4	27	8	-	0	12	1	29	4	28
VB (Corrug) Coolaroo	14	9	16	4	-	0	2	3	37	2	33
VB (Corrug) Dandenong	4	27	15	6	-	1	4	0	35	6	63
VB (Corrug) Gepps Cross	3	8	18	3	-	0	16	3	42	7	103
VB (Corrug) New Zealand	21	5	23	7	-	0	5	1	23	5	29
VB (Corrug) O'Connor WA	9	19	24	2	-	0	5	3	22	4	45
VB (Corrug) Smithfield	6	5	15	2	-	1	12	1	10	5	71
VB (Corrug) Warwok Farm	8	3	8	0	-	1	11	2	2	1	64
VB (Corrug) Wodonga	41	0	33	0	-	0	4	4	38	0	48
VB (Corrug) Yatala	13	5	15	3	-	0	0	0	8	0	2
FAG (National)	-	-	-	-	-	0	0	0	0	3	8
<b>BOARD SUB TOTAL:</b>	<b>153</b>	<b>101</b>	<b>202</b>	<b>40</b>	<b>-</b>	<b>3</b>	<b>74</b>	<b>22</b>	<b>266</b>	<b>38</b>	<b>536</b>
<b>JULY 2007</b>											
Vic (PET Aust) Cavan	2	3	3	0	-	0	0	0	1	3	21
Vic (PET Aust) Forrestfield	4	2	5	2	-	0	0	0	4	0	4
Vic (PET Aust) Heathwood	0	3	24	3	-	0	0	3	17	1	38
Vic (PET Aust) Kings Park	6	5	14	12	-	0	0	3	23	6	40
Vic (PET Aust) Moorabbin	2	15	4	2	-	0	1	1	7	0	6
Vic (PET Aust) Wetherill Park	4	6	3	0	-	0	0	0	6	0	5
Vic (PET NZ) Auckland	1	0	2	2	-	0	0	0	0	2	3
Vic (PET NZ) Christchurch	1	5	6	0	-	1	1	0	5	0	3
VicPak Prestons	4	6	5	8	-	0	0	0	5	1	42
<b>PET SUB TOTAL:</b>	<b>24</b>	<b>45</b>	<b>66</b>	<b>29</b>	<b>-</b>	<b>1</b>	<b>2</b>	<b>7</b>	<b>68</b>	<b>13</b>	<b>162</b>
Vic (Bev Can) Clayton	5	12	2	5	-	0	1	1	12	4	21
Vic (Bev Can) Smithfield	2	4	3	1	-	0	0	1	9	2	12
Vic (Bev Can) Wiri, NZ	4	3	3	0	-	0	1	0	2	3	34
Vic (Bev Can) Coburg	3	0	4	0	-	0	0	1	1	0	1
<b>BEVERAGE CANS SUB TOTAL</b>	<b>14</b>	<b>19</b>	<b>12</b>	<b>6</b>	<b>-</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>24</b>	<b>9</b>	<b>68</b>
Vic (Cartons) Broadmeadows	3	3	5	4	-	0	1	2	27	1	11
<b>CARTONS SUB TOTAL:</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>4</b>	<b>-</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>27</b>	<b>1</b>	<b>11</b>
Vic (Food Can) Coburg	35	31	31	4	-	0	7	4	12	4	39
Vic (Food Can) Shepparton	16	3	8	1	-	1	3	0	17	0	87
Vic (Food Can) Wodonga	4	0	6	0	-	0	4	0	20	0	34
<b>FOOD CANS SUB TOTAL:</b>	<b>55</b>	<b>34</b>	<b>45</b>	<b>5</b>	<b>-</b>	<b>1</b>	<b>14</b>	<b>4</b>	<b>49</b>	<b>4</b>	<b>160</b>
<b>PACKAGING 2007:</b>	<b>249</b>	<b>202</b>	<b>330</b>	<b>84</b>	<b>-</b>	<b>5</b>	<b>93</b>	<b>38</b>	<b>434</b>	<b>65</b>	<b>937</b>