

Module 8. Managing People and the Environment

Standards

8.1 Legal obligations and clear title to resources

Below Industry Standard -

Management does not keep up to date with all relevant legal obligations. Management cannot demonstrate clear title to land and water resources. Land and water resources are being legitimately contested by other users.

Industry Standard -

Management understands and keeps up to date with relevant legal obligations. Management can demonstrate clear title to land and water resources. Land and water resources are not being legitimately contested by other users.

8.2 Production and quality of cane is monitored

Practices:

Below Industry Standard -

Production and quality of cane are not monitored or compared with relevant benchmarks.

Industry Standard -

- a. Production of cane is monitored and compared with relevant benchmarks.
- b. Quality of cane is monitored via estimates of recoverable sugar in the cane (e.g. CCS).

8.3 Business analysis

Practices:

Below Industry Standard -

Business performance is not analysed each year.

Industry Standard -

Business performance is analysed each year with respect to gross profit (\$ per tonne of cane) and net profit.

Above Industry Standard -

Performance is analysed in detail against long term trends and averages. Gross margins, return on assets, interest coverage, equity and other key measures calculated. Where appropriate, professional advice is sought to assist with performance analysis.

8.4 Investment in research and extension

Practices:

Below Industry Standard -

Management makes little or no investment in research and extension.

Industry Standard -

Management invests significantly in research and extension for ongoing improvement (> 0.5 % of sales).

8.5 Labour management – obligations and systems

Practices:

Below Industry Standard -

Management is not aware of, and does not comply with, all relevant legal obligations and labour standards.

Industry Standard -

Management:

- a. is aware of the relevant legal obligations and labour standards.
- b. enforces the age limit per job category.
- c. ensures that all employment is freely chosen.
- d. ensures there is absence of discrimination
- e. respects the right of workers to form and join trade unions and/or to bargain collectively.
- f. pays at least the national minimum wage.
- g. adheres to maximum number of hours to be worked (normal and overtime) set by law/award.
- h. pays overtime work at a premium rate.
- i. provides clear and comprehensive contracts to workers.

8.6 Employee training, learning and networking

Practices:

Below Industry Standard -

Adequate training is not provided to employees.

Industry Standard -

Management ensures employees receive adequate ongoing training for their jobs (e.g. ≥ 2 days/direct employee/year).

8.7 Risk management

Practices:

Below Industry Standard -

No process of risk management has been undertaken for the workplace. No Safe Work Procedures have been developed.

Industry Standard -

A risk management process has been undertaken (in consultation with workers) for all activities in the workplace that pose a risk. Safe Work Procedures have been developed and implemented. Risk management processes and safe work procedures have been documented.

8.8 Training and supervision

Practices:

Below Industry Standard -

Safety training is not provided and/or workers are not made aware of safety issues. Limited supervision of safe work practices.

Industry Standard -

Workers are trained in safe work practices before commencing tasks. The workplace is supervised to verify procedures are being followed. Training meets requirements of WHS legislation and relevant codes of practice. Records are kept of training. More than 90% of staff trained for health and safety at start of employment and at least every 5 years. Training and Safe Work Procedures are reviewed before different tasks are undertaken.

8.9 First aid kits and provision

Practices:

Below Industry Standard -

No first aid kit or the kit is not appropriate for the workplace risks. Suitably trained first aid people are not available. Accidents or incidents in the workplace are not recorded.

Industry Standard -

First aid equipment is appropriate for the injury risks at the workplace and available in all work locations. Staff have appropriate first aid training for the property situation and workplace risks. Accidents and injuries in the workplace and associated treatments are recorded.

8.10 Personal protective equipment

Practices:

Below Industry Standard -

PPE is not available or is not well maintained. Staff are not trained in the use or maintenance of PPE and/or do not understand their duty of care to wear it.

Industry Standard -

The use of PPE is assessed and matched to the work conditions and task-specific requirements. The PPE is clean, well-maintained and available to all staff as required. Staff are trained in the use and maintenance of the PPE and understand their duty of care to wear it.

8.11 Incident reporting

Practices:

Below Industry Standard -

Legal obligations not met. Lost time accident frequency not known or greater than 45 incidents per million hours worked.

Industry Standard -

Legal obligations for reporting incidents to WHSQ and WorkCover are understood and met. Accidents and injuries are recorded including 'lost time' incidents of workers. Lost time accident frequency less than 45 incidents per million hours worked.

8.12 Access to drinking water

Practices:

Below Industry Standard -

Access to drinking water is limited.

Industry Standard -

All workers have access to plentiful drinking water in compliance with Section 21 of the OHS Act as outlined in the Compliance Code for Workplace Amenities and Work Environment.

8.13 Risks to natural resources and the environment.

Below Industry Standard -

The key environmental issues are not covered by an appropriate and implemented environmental impact and management plan.

Industry Standard -

The key environmental issues are covered by an appropriate and implemented environmental impact and management plan which covers biodiversity, ecosystem services, soil, water, air, use of agro-chemicals, use of artificial fertilisers, cane burning, waste and noise.

8.14 Retaining and connecting native vegetation

Practices:

Below Industry Standard -

Patches of remaining native vegetation have not been retained. There has been development of high conservation vegetation to sugarcane after 1 Jan 2008.

Industry Standard -

Patches of native vegetation have been retained. No development of any high conservation vegetation to sugarcane after 1 Jan 2008.

Above Industry Standard -

Corridors of vegetation have also been established to link patches.

8.15 Greenfield expansions and other major projects

Practices:

Below Industry Standard -

The impacts of significant conversions of land to first time use as sugarcane are not covered by an adequate impact assessment. There is no effective process for engaging stakeholders.

Industry Standard -

- a. Significant conversions of land (including land that was other crops or cattle grazing) to first time use as sugarcane (> 10% increase over average area of previous five years) are covered by a thorough Environmental and Social Impact Assessment.
- b. There is an effective process for engaging stakeholders who may be affected and for addressing any grievances.

8.16 Monitoring Greenhouse Gas, Acid Rain Emissions and Primary energy efficiency

Practices:

Below Industry Standard -

Emissions are not monitored or exceed certain thresholds. Primary energy efficiency is not monitored or consumption per tonne of cane exceeds certain thresholds.

Industry Standard -

- a. GHG emissions are monitored and are less than 40 kg CO₂ eq per tonne of cane.
- b. Acid rain emissions are monitored and are less than 0.15 kg per tonne of cane.
- c. Primary energy efficiency is measured and consumption is less than 300 MJ per tonne of cane.

8.17 Recycling of waste materials

Practices:

Below Industry Standard -

Recycling is not practiced for three or more of the major waster categories.

Industry Standard -

Recycling is practiced for at least three of the major categories of waste (plastic, batteries, chemical products, oil and lubricants, metal, fibre).

Evidence checklist for each practice standard

PRACTICE	INDUSTRY STANDARD	EVIDENCE REQUIRED																
8.1 Legal obligations and clear title to resources	<ul style="list-style-type: none"> - Management understands and keeps up to date with relevant legal obligations - Management can demonstrate clear title to land and water resources - Land and Water resources are not being legitimately contested by other users 	<ul style="list-style-type: none"> - Obligations of relevant laws are readily sourced and are regularly updated (including those related to environmental protection, pollution and waste management, labour, WH&S, land title, water access, agricultural practices) - Records kept of any convictions and non-compliance fines, and the corresponding corrective actions. - Rates notices and leases; Irrigation scheme documentation; access to underground water via The Water Act or granted under a licence or water allocation. - Absence of any current legal proceedings around land and water resources 																
8.2 Production and quality of cane is monitored over time	<ul style="list-style-type: none"> a. Production of cane is monitored b. Quality of cane is monitored with estimates of recoverable sugar in the cane (CCS) 	<p>a. Production data are recorded:</p> <table border="1" data-bbox="1473 1141 2007 1324"> <thead> <tr> <th></th> <th>Area (ha)</th> <th>Av. age (mth)</th> <th>Total cane (t)</th> </tr> </thead> <tbody> <tr> <td>Dryland</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Suppl Irrig</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Full Irrig</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Area (ha)	Av. age (mth)	Total cane (t)	Dryland				Suppl Irrig				Full Irrig			
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PRACTICE	INDUSTRY STANDARD	EVIDENCE REQUIRED
		<p>Data compared with relevant local data and climatic benchmarks; production exceeds climatic minimum yields (from Bonsucro)</p> <p>b. Quality of cane is recorded: average CCS is greater than 10%</p>
8.3 Business analysis	Business performance is analysed each year including an estimate of gross profit	Gross profit (value added) is > \$2 per tonne of cane
8.4 Investment in research and extension	Management invests in research and extension for ongoing improvement	Research and extension costs (including the compulsory industry levies) > 0.5 % of sales
8.5 Labour management	<p>a. Management is aware of the relevant legal obligations and labour standards</p> <p>b. Management enforces the age limit per job category</p> <p>c. Management ensures that all employment is freely chosen</p>	<p>HR policy consistent with the relevant legal and labour standards (Fair Work Act 2009, Sugar Industry Award) and is updated as required.</p> <p>HR policy consistent with age limits relative to job; System in place to record and check workers' ages. Minimum ages: 18 years for hazardous work, 15 years for non-hazardous work, 13 years for light family work</p> <p>HR policy ensures each employment contract is compliant with Division 3 of the Fair Work Act 2009.</p>

PRACTICE	INDUSTRY STANDARD	EVIDENCE REQUIRED
	<p>d. Management ensures there is absence of discrimination</p> <p>e. Management respects the right of workers to form and join trade unions and/or to bargain collectively</p> <p>f. Management pays at least the national minimum wage</p> <p>g. Management adheres to maximum number of hours to be worked (normal and overtime) set by law/award.</p> <p>h. Management pays overtime work at a premium rate</p> <p>i. Management provides clear and comprehensive contracts to workers</p>	<p>HR policy consistent with Section 351 of the Fair Work Act 2009, and reflected in recruitment processes and employment contracts.</p> <p>HR policy consistent with freedom of association and collective bargaining as per Section 336 of the Fair Work Act 2009.</p> <p>Lowest entry level wage paid, including benefits, relative to national minimum set by the Fair Work Commission (≥ 1)</p> <p>Staff work time records relative to maximum allowed by the relevant industry Award conditions (≤ 1)</p> <p>Records of overtime rates paid show that these are $\geq 25\%$ of the normal hourly rate</p> <p>Worker contracts that cover at least: hours of work, overtime payment, notice, holidays, wages, and mode of payment.</p>
8.6 Employee training, learning and networking	Management ensures employees receive ongoing training for their jobs	<p>Records of participation in industry networks and learning, training and networking events.</p> <p>Number of days that direct employees train in a year is ≥ 2/employee, OR payroll of employees whilst on training within a year, relative to total payroll, is $\geq 2\%$.</p>

PRACTICE	INDUSTRY STANDARD	EVIDENCE REQUIRED
8.7 WHS - Risk management	<ul style="list-style-type: none"> - A risk management process has been undertaken (in consultation with workers) for all activities in the workplace that pose a risk. - Safe Work Procedures have been developed and implemented. - Risk management processes and safe work procedures have been documented. 	<p>Completed risk assessment</p> <p>Documented safe work procedures</p> <p>Safe work procedures implemented</p>
8.8 WHS - Training and supervision	<p>Workers are trained in safe work practices before commencing tasks, and are they updated regularly.</p> <p>The workplace is supervised to verify procedures are being followed.</p>	<p>Training records for new employees, for employees starting new tasks, and for updating more experienced employees. More than 90% of staff trained for health and safety at start of employment and at least every 5 years.</p> <p>Policy and Procedures manual</p>
8.9 First aid kits and provision	<ul style="list-style-type: none"> - Appropriate first aid equipment is available at the workplace. - Staff have received appropriate first aid training. 	<ul style="list-style-type: none"> - First aid kits available in all work locations - Training register
8.10 Personal protective equipment	<ul style="list-style-type: none"> - PPE is appropriate (including compliance with label requirements in respect of chemicals), clean, well-maintained and available to all staff as required. - Staff are trained in its use and maintenance and do they understand their duty of care to wear it. 	<p>Appropriate PPE freely available to staff, including records of purchase.</p> <p>Policy and procedures for training and monitoring of use are followed, with appropriate records of these.</p>
8.11 WHS - Incident reporting	<ul style="list-style-type: none"> - Legal obligations for reporting incidents to WHSQ and WorkCover are understood and met. 	<ul style="list-style-type: none"> - Reporting templates sourced and appropriate records of reporting.

PRACTICE	INDUSTRY STANDARD	EVIDENCE REQUIRED
	<ul style="list-style-type: none"> - Accidents and injuries recorded including 'lost time' incidents of workers. 	<ul style="list-style-type: none"> - Register of accidents and injuries including those that are 'lost time' incidents (A lost time incident is one which causes an employee to be unable to carry on with his/her normal duties on the next day or next shift due to injury (excluding independent contractors) - Lost time accident frequency < 45 per million hours worked
8.12 Access to drinking water	All workers have access to plentiful drinking water in compliance with Section 21 of the OHS Act as outlined in the Compliance Code for Workplace Amenities and Work Environment.	Drinking water available on tap and water bottles can be filled up as required for field work.
8.13 Risks to natural resources and the environment.	The key environmental issues are covered by an appropriate and implemented environmental impact and management plan	<ul style="list-style-type: none"> - Smartcane practice framework used to ensure farming practices minimise risk to the environment. - Coverage includes biodiversity, ecosystem services, soil, water, air, use of agro-chemicals, use of artificial fertilisers, cane burning, waste and noise.
8.14 Development of high conservation vegetation	No development of any high conservation vegetation to sugarcane after 1 Jan 2008	Current coverage of HCV, relative to PMAV or similar mapping of vegetation status, shows no development after 1 Jan 2008.

PRACTICE	INDUSTRY STANDARD	EVIDENCE REQUIRED
8.15 Greenfield expansions and other major projects.	<p>a. Significant conversions of land to first time use as sugarcane (including land that was other crops or cattle grazing) are covered by an Environmental and Social Impact Assessment (ESIA).</p> <p>b. There is an effective process for engaging stakeholders who may be affected and addressing any grievances.</p>	<p>If plan is for > 10% increase over average area of last five years, then ESIA required.</p> <p>A documented engagement and grievance process; >90% of multi-stakeholder projects agreed via stakeholder process</p>
8.16 Monitoring Greenhouse Gas, Acid Rain Emissions and Primary energy efficiency	<p>a. GHG emissions are monitored</p> <p>b. Acid rain emissions are monitored</p> <p>c. Primary energy efficiency is monitored</p>	<p>a. <40 kg CO₂ eq / tonne cane (using Bonsucro or equivalent calculator e.g. QUT Farming Enterprise Greenhouse Gas Emissions Calculator)</p> <p>b. <0.15 kg per tonne cane (using Bonsucro or equivalent calculator)</p> <p>c. <300 MJ per tonne of sugarcane (using Bonsucro or equivalent calculator)</p>
8.17 Recycling of waste materials	Recycling is practiced for at least three of the major categories of waste.	<p>Evidence (e.g. receipts) of recycling for at least three of the following categories:</p> <ul style="list-style-type: none"> • plastic (e.g. DrumMUSTER) • batteries • chemical products (e.g. ChemClear) • oil and lubricants • metal • fibre (including paper).