

1.1. Purpose

To define the steps required to manage any complaints or disputes arising between Pan Pac Forests, as a result of operations, with their contractors or external stakeholders. This is to ensure that a fair and transparent approach is taken, all complaints and disputes are appropriately recorded, investigated, positions of the disputing parties are clearly described, and the actions taken are documented.

1.2. Scope

This procedure applies to the Pan Pac Forests Products Ltd - Forests operations.

1.3. Responsibilities

POSITION	RESPONSIBILITIES
General Manager Forests	- Review and approve the implementation of this procedure in the workplace. - Review the outcomes and approve any remedial actions from the investigation into all complaints or disputes. - Support the resolution of complaints and disputes that cannot be resolved between the applicable operational manager and external party. - Advise the Managing Director where required on applicable complaints and disputes. - Enough resources and processes are provided to manage complaints and disputes including any external legal advice where required.
Operational Managers	- Adhere to the requirements of this procedure. - Manage complaints or disputes relevant to their business areas. This includes investigating, reporting, monitoring, reviewing and seeking legal advice where required. - Updating the General Manager Forests on the outcome and status of all complaints and disputes.
Forests Management Assistant Forest and Lumber Receptionist	- Adhere to the requirements of this procedure. - Entering and uploading completed FOR-FRM-HS15 All Event Reporting Form into the Vault system where required.
Environmental, Health and Safety Advisors	- Adhere to the requirements of this procedure. - Support Operational Managers with investigations as required.
Environmental Manager	- Adhere to the requirements of this procedure. - Ensure reporting and compliance with OJI Environmental & Socio-political Incident Reporting
Communications Manager	Manage any external media matters related to this procedure with guidance and approval of the Managing Director.
Workers	- Adhere to the requirements of this procedure. - Reporting complaints and disputes to the applicable Pan Pac operational manager or delegate.

1.4. Related References

- Crown Forest Licences.
- Contractor Contracts.
- FOR-STD-E01 Pan Pac Forests Environmental Standards.
- Vault Software System.

1.5. Related Forms

- FOR-FRM-HS15 All Event Reporting Form.
- FOR-FRM-HS22 Investigation Report

1.6. Abbreviations/ Definitions

Complaint	Any issue that causes resentment or grievance or dissatisfaction. A complaint or expression of concern does not need to constitute a dispute.
Dispute	A disagreement or argument about something important. Some complaints may turn into disputes especially if they are not initially managed carefully.
Operational Managers	Includes Forestry Manager, Manager Operations, Manager Wood Resources, Manager Forests Engineering, Manager Harvesting, Distribution Manager.

1.7. Receiving and Reporting Complaints or Disputes

All complaints or disputes must be reported to the appropriate Operational manager.

Depending on the seriousness of the complaint, there are different mechanisms for addressing and reporting them:

- **Minor Complaints**

Examples include issues such as damage to a neighbouring fence caused by Pan Pac trees, where the issue is easily solved and the complainant does not appear too aggrieved. These can be managed appropriately at your discretion and do not require logging in the Vault system or escalation to a manager.

- **Moderate Complaints**

For more significant concerns, such as situations where the complainant is clearly upset or the issue is ongoing, the complaint must be logged in Vault and discussed with the relevant manager for further action.

- **Serious Complaints**

Complaints involving sensitive information or critical matters may require special handling. In such cases, the manager may choose not to log the complaint in Vault to maintain confidentiality

All Moderate and Serious complaints or disputes must be reported to the appropriate operational manager. The 'FOR-FRM-HS15 All Event Reporting Form' must be completed and uploaded into the Vault system as a near miss and assigned the event category 'Complaint'. Once uploaded into the Vault system, the General Manager Forests, applicable Operational Manager and Environmental Manager will be advised of the complaint or dispute. The completed 'FOR-FRM-HS15 All Event Reporting Form' must be uploaded onto Vault under the relevant Event ID – Files tab.

1.8. Investigating and Reporting Complaints or Disputes

The applicable Operational Manager must investigate the complaint or dispute and decide whether a more formal investigation is required in accordance with the Pan Pac Forest Operations Manual.

For serious or potentially serious matters (moderate or above in the Forests Investigation Timeframe Table) a formal report should be completed using FOR-FRM-HS22 Investigation Report.

All investigation outcomes and actions taken must be recorded in the Vault system relating to the specific complaint or dispute. Any documents relating to the complaint or dispute (i.e. records of discussions and agreed outcomes) shall also be uploaded into the Vault system under the files section specific to the complaint or dispute.

1.9 Management of Complaints or Disputes

Managing complaints or disputes can be challenging. There is seldom a standard way of addressing them. Ensure that any engagement is culturally appropriate – for iwi this might be best done with a hui at a Marae; for a neighbouring farmer this may be best done in the woolshed. Below is guidance on how the Pan Pac Forests Operational manager and/or General Manager Forests should manage a complaint or dispute.

- (a) Complaints or disputes need to be managed carefully. What may start as a minor difference of opinion can quickly become a major disagreement. Complaints or disputes are often best acted upon swiftly to stop the problem from compounding.

Start the complaint or dispute resolution process by:

- Identifying who or what is in dispute,
- Identifying what is the problem and the facts of the matter
- What are the effects of the problem,
- If any immediate mitigation measures are required,
- Checking the legal and/or contractual requirements, and
- What are the reactions arising from the conflict.

- (b) Responding to the complaint or dispute in a timely manner. If possible, resolve the complaint or dispute. It is best to resolve it positively. This could mean that both parties agree to disagree, negotiate an outcome, or resolve their grievance through compromise. An unresolved complaint or dispute is likely to strain a relationship. If a resolution is unlikely, the applicable operational manager shall escalate the complaint or dispute to the General Manager Forests.
- (c) Operations will cease in an area if a complaint or a dispute exists of a significant magnitude or for a substantial duration or involves a significant number of interests.

If a complaint or dispute cannot be resolved directly between the parties, then a third party may need to be involved to help the parties find a solution. This may involve mediation and arbitration. Mediation is the preferred option. In arbitration, the third party determines a binding outcome. A suitable mediator or arbitrator is a professional acceptable to both parties.

1.10. Media Management

The Managing Director in conjunction with the Communications Manager shall authorise all media releases or be the first contact point for calls by media reporters associated with any complaint or dispute.

1.11. Summary of Amendments - Procedure

DATE	VERSION NO.	SUMMARY OF AMENDMENTS	CREATOR	APPROVER
10/05/2007	1.0	New document	Environmental & Technical Advisor	General Manager Forests
8/8/2011	2.0	Various amendments	Environmental & Technical Advisor	General Manager Forests
16/5/2018	3.0	Merged the Disputes Resolution Procedure and Incident/Complaint Procedure into one. Various amendments made along with putting this procedure into the document control process.	Contract HSEQ Manager	General Manager Forests
13/7/2018	3.1	Amend references to the Forest Operations Manual – Event Investigation. Change document control name. Update contents page.	Forest HSEQ Manager	General Manager Forests
8/5/2020	N/A	Amendments to this document will be recorded in the CDS system workflow	Forest HSEQ Manager	General Manager Forests
19/4/2022		Changed HSEQ to Environmental Manager	Environmental Manager	General Manager Forests
9/9/2022		Added: Communications Manager to responsibilities 1.10 In conjunction with the Communications Manager Removed Division from Forests	General Manager	General Manager
11/12/2023		Added to 1.9: - Ensure that any engagement is culturally appropriate – for iwi this might be best done with a hui at a Marae; for a neighbouring farmer this may be best done in the woolshed - Added to 2 - Responding to the complaint or dispute in a timely manner. - New point 3) - Operations will cease in an area if a complaint or a dispute exists of a significant magnitude or for a substantial duration, or involves a significant number of interests.	Environmental Advisor	General Manager

12/08/2025		Update: Positions – add advisors Env Mgr – add OJI requirements Use of Vault sensitive event categories Use of the investigation report form HS22. Consideration of immediate mitigation		
26/08/2026		Changes to 1.7 Depending on the seriousness of the complaint, there are different mechanisms for addressing and reporting them: Minor Complaints: Examples include issues such as damage to a neighbouring fence caused by Pan Pac trees, where the issue is easily solved and the complainant does not appear too aggrieved. These can be managed appropriately at your discretion and do not require logging in the Vault system or escalation to a manager. Moderate Complaints For more significant concerns, such as situations where the complainant is clearly upset or the issue is ongoing, the complaint must be logged in Vault and discussed with the relevant manager for further action. Serious Complaints: Complaints involving sensitive information or critical matters may require special handling. In such cases, the manager may choose not to log the complaint in Vault to maintain confidentiality All moderate and Serious complaints or disputes must be reported to the appropriate operational manager. The 'FOR-FRM-HS15 All Event Reporting Form' must be completed and uploaded into the Vault system as a near miss and assigned the event category 'Complaint'. Once uploaded into the Vault system, the General Manager Forests, applicable operational manager and Environmental Manager will be advised of the complaint or dispute. The completed 'FOR-FRM-HS15 All Event Reporting Form' must be uploaded onto Vault under the relevant Event ID – Files tab		