



**Ensham**

R E S O U R C E S

**SIMP.07.00.01**  
**ENSHAM LIFE OF MINE EXTENSION**  
**PROJECT**  
**SOCIAL IMPACT MANAGEMENT PLAN (SIMP)**

**Approval**

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INX Reference		

Revision	2
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# Ensham Life of Mine Extension Project



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## 1 Social Impact Management Plan

### 1.1 Introduction

This section presents the Project's Social Impact Management Plan (SIMP), which includes a Community and Stakeholder Engagement Plan and management plans (sub-plans) for:

- workforce management;
- workforce housing and accommodation;
- health and community well-being; and
- local business and industry procurement.

The SIMP also includes processes to ensure that the effectiveness of management measures is monitored throughout the Project lifecycle, and ineffective management measures are amended.

Ensham has established systems and procedures for management of social and environmental impacts. These, along with stakeholder inputs on management measures, and incorporation of industry good practice, have supported development of the SIMP.

#### 1.1.1 SIMP integration with IMS

Ensham Mine's existing Integrated Management System (IMS) sets out the framework to enable Ensham to implement a documented and systematic approach to managing risks associated with safety, health and the environment, including those which may result in social impacts, and achieve continual improvement in safety, health, environmental and social performance. The IMS is made up of standards, impact management plans, procedures, guidelines and supporting tools.

The SIMP will become part of Ensham Mine's IMS providing the framework for the management of social impacts, enhancement of Project benefits and monitoring of social outcomes.

The Ensham Mine General Manager Operations is responsible for establishing management objectives which are consistent with the Idemitsu Australia Health and Safety Policy and Idemitsu Australia Environmental Management Policy. Ensham's objectives are:

- comply with relevant legislative and regulatory obligations;
- address significant safety, health and environmental risks;
- prevent pollution to the environment;
- implement relevant findings of audits and inspections;
- take account of stakeholder views;
- achieve continual improvements in safety, health and environmental performance;
- adopt a 'life of mine' approach to all developments; and
- ensure the management approach is underpinned by strict controls and regular monitoring.

The General Manager Operations will be responsible for ensuring that Ensham provides resources for SIMP implementation (as noted in each management strategy).

#### 1.1.2 Stakeholder inputs to management measures

The EIS SIA engagement process involved a range of stakeholders in identifying potential social impacts and benefits and identifying actions which could mitigate impacts or enhance project benefits.

Stakeholders' suggestions regarding mitigation and enhancement strategies are provided in Table 1, referencing the stakeholders who identified the measures and how they are addressed in the SIA.

Engagement activities since the Coordinator-General’s evaluation report on the social impact assessment dated October 2021 are outlined in Appendix 1.

**Table 1: Stakeholder inputs to mitigations**

Impact area	Recommendations	Stakeholders	How addressed
Local employment and training	Ensure local residents are employed by the Project, and encourage new personnel to live locally, including employees and contractors	CHRC, DSDSATSIP, CHDC, Centrecare, workshop participants	Approximately 34 percent of Ensham Mine’s workforce lives in the Central Highlands LGA. This is expected to be maintained during the Project life as outlined in Section 1.3.  Ensham provides housing assistance to permanent personnel employed under staff employment contracts (herein after referred to as Staff) and will utilise additional strategies to encourage new personnel to live locally (see Section 1.4.2).
	Ensure Indigenous people have access to Project employment opportunities	DSDSATSIP, Western Kangoulu, Garingbal and Kara Kara People	The Western Kangoulu People and Ensham have agreed a goal for employment of Indigenous people in the Project’s workforce as part of a confidential agreement with the Western Kangoulu People. Strategies to enable Indigenous peoples’ access to Project employment are provided in Section 1.3.4
	Ensure availability of apprenticeships and traineeships, including school-based traineeships, with a focus on those aged 16-24 years,	DSDSATSIP	Ensham’s current workforce includes five apprentices and five trainees. The SIA recommends that Ensham offer apprenticeship /traineeship opportunities to Indigenous people (see Section 1.3.5).
	Engagement with high schools the Project to discuss training pathways and employment opportunity for students	CHRC	Engagement with high schools is addressed in Section 1.3.5.
	Provide training opportunities for unskilled workers and quality training for apprentices and trainees, and people new to the mining industry	CHRC, survey participant	Ensham’s workforce training program includes targeted strategies for workers who are new to mining/underground mining (see Section 1.3.5). Approximately ten percent of Ensham Mine’s current personnel (including employees and contractors) are qualified trainers who have Certificate IV qualifications in training. It is planned that a similar level of trainers would be maintained for the Project.

Impact area	Recommendations	Stakeholders	How addressed
	Collaborate within the mining industry to address resourcing issues i.e. build local capacity and encourage more people to move to local towns	CHDC	Ensham will engage in industry initiatives aimed at collaboration to build local resourcing capacity for mining industry work, as noted in Section 1.3.5.
	Engage with organisations including CHCS, Pre-Headspace and On Track College to encourage disadvantaged young people to consider training and employment opportunities offered by the Project	CHRC	Engagement with services for disadvantaged young people in Emerald is described in Section 1.3.4.
Workforce health	Support wellbeing of workers though mentalhealth programs	Survey participant	Ensham provides access to confidential counselling via an Employees Assistance provider and will investigate the availability of 'Mates in Mining' training and awareness courses for delivery to Project personnel (see Section 1.5.2).
Businesses	More involvement of local and Indigenous business and contractors	DSDSATSIP,CHDC	The opportunity to liaise with CHDC to identify further local suppliers was identified and is addressed in Section 1.6.2 The SIA recommends that Ensham access DSDSATSIP's Deadly Directory database of Indigenous businesses and involve local Indigenous businesses in Project briefings and "Meet the Buyer" events (see Section 1.6.3).
	Consider best practice guidance for involvement of suppliers in resource companies' supply chains	CHDC	The Project will comply with QRC's Code of Practice for Local Content. The SIA recommends that Ensham access the Resource Regions Network's Queensland Local Content Leaders best practice guidance for involvement of suppliers in resource companies' supply chains (see Section 1.6.2).
	Engage with social enterprises to encourage their participation in the supply chain	CHRC, CHCS	Engagement with social enterprises is addressed in Section 1.6.2.
Agricultural land	Work with Cowal Agriculture Holdings to understand the impacts of subsidence on laser-levelled irrigated agriculture	CHDC, Cowal Agriculture Holdings	Ensham is working with Cowal Agricultural Holdings to understand and mitigate any impacts on the use of the property or its operations (see Section 1.2.7).

Impact area	Recommendations	Stakeholders	How addressed
	Avoid subsidence affecting agricultural land	Survey participant	The subsidence assessment for the Project concluded that subsidence is predicted to be typically less than 40 mmin the Project Site and would not result in surface cracking or the formation of significant depressions in the surface (Gordon Geotechniques, 2020).
	Exhaust current resources and do not proceed with Project to avoid impacts on water and good quality agricultural land.	Survey participants	Ensham Mine’s open-cut operations ceased in 2022. Resources within areas approved for underground mining will be exhausted in 2028. The Project is proposed to extend the Life of Mine and is proposed as underground bord and pillar mining with minor temporary surface disturbance (exploration) to agricultural land
	Respectful and cooperative relationships with landowners regarding impacts on their properties	CHDC, CHRC	Ensham commenced engagement with landowners prior to the release of the draft TOR for the EIS and in accordance with Mineral Resource Act provisions for landholder consultation. Ensham will seek to maintain cooperative arrangements with landowners through the Project’s life (see Section 1.1.3 and 1.2.7).
Environmental values	Give confidence that Ensham takes genuine care of the environment and agricultural land, long term	Survey participant	The Project will be delivered in accordance with the provisions of its Environmental Authority as described in the EIS, and as amended.
	Commitment to monitoring and rehabilitation well after the mining ceases operation	Survey participant	Ensham Mine rehabilitation is expected to be complete by 2043.
	Commit to the Traditional Owners to manage rehabilitation	Survey participant	The Project will work with the Western Kangoulu People, Garingbal and Kara Kara People and DSDSATSIP to identify Indigenous businesses that could be invited to tender for rehabilitation contracts (see Section 1.6.3).
Housing	Support housing access for workers and families to keep families local	Survey participant	Project staff will be provided with housing subsidies to support them and their families to live locally.
Local planning/ closure planning	Share information on the Ensham workforce e.g. employee numbers, local and DIDO/FIFO percentages and shift arrangements	CHDC, CHRC	Ensham participates in local forums such as the Central Highlands Resource Roundtable to exchange information with other stakeholders. The SIA recommends that Ensham provide workforce updates to CHRC and CHDS annually and for key milestones.

Impact area	Recommendations	Stakeholders	How addressed
	Co-operation with local stakeholders in economic transition work, and a progressive ongoing focus on post- mining land use in the context of regional development and environmental protection	CHDC	Community and stakeholder engagement strategies are provided in Section 1.2, noting that Ensham will participate in local forums focused on economic transition. The opportunity for Ensham Mine and the Project to learn from the CRC-TiME research and collaborative initiatives will also be explored.
	Ongoing communication with local stakeholders regarding mine plans and closure plans	CHDC, CHRC	Ensham will engage with Project personnel, CHDC, CHRC and suppliers to advise them of the ramp-down in production and closure plans, as noted in Section 1.2.7, 1.3.8 and 1.6.2
	Communicate the process and timing for redundancies	CHRC, CHDC	Ensham will communicate the process and timing for redundancies ahead of the closure of the Project's underground operations as noted in Section 1.2.7
Engagement	Greater community involvement and connections with community. e.g. at events, contributing to community groups by donations, joining community boards and committees, and connections with schools e.g. awards or site visits	DSDSATSIP, survey participant, Centrecare, CHDC	Community and stakeholder engagement strategies are provided in Section 1.2 and reflect these suggestions.
	Ongoing provision of community information about the Project's status and progress, attendance at community events and potentially a community reference group	DSDSATSIP	
	Renewal of engagement between Ensham Mine and CHRC e.g. site orientation for new Councillors	CHRC	
	Engagement with Comet State School to let students and teachers know what happens at Ensham and develop the relationship between Ensham and the school	CHRC	Engagement with Comet State School is addressed in Section 1.2.7.



Impact area	Recommendations	Stakeholders	How addressed
	Proactive, open and transparent communication with landowners	Cowal Agriculture Holdings	Ensham is engaged in regular communication with landowners as part of the EIS and compensation agreement process. Ensham plans to meet with affected landowners to further discuss the proposed development schedule and the timing for availability of more detailed information about when and where mining would occur and where subsidence is possible. Ensham will update affected and adjacent landowners regularly e.g. on studies and Project works which may impact agricultural properties, and maintain active and regular engagement with landholders as noted in Section 1.2.7.
Community investment	Investment in community facilities e.g.sporting and park facilities, contribution to botanical gardens, protection of wildlife, community initiatives e.g. 'Headspace' and organisations that support family life and wellbeing	CHRC, Survey participants	Community investment priorities have been identified as part of the SIA consultation will be reviewed in cooperation with local stakeholders during the first year of Project operations (see Section 1.5.7).
	Potential for Ensham to partner with Council to develop specific initiatives	CHRC	Engagement with Council on specific initiatives is addressed in Section 1.5.7.
	Partnership to explore Indigenous home ownership access was identified as a priority	DSDSATSIP	This is not within the realms of Ensham's current community investment priorities. Community investment priorities will be reviewed in cooperation with local stakeholders during the first year of Project operations (see Section 1.5.7).

### 1.1.3 Partnerships and arrangements

Ensham's current partnerships and arrangements with Project stakeholders include:

- confidential arrangements in place with the Western Kangoulu People in respect to cultural heritage management and native title interests;
- an existing confidential agreement with Garingbal and Kara Kara People;
- a Mines Rescue Agreement with Qld Mines Rescue Service (QMRS) which includes mines rescue training to be provided under the agreement, the procedure for coal mine operators to help each other in an emergency, and the operational procedures to be followed for mines rescue services;
- commercial partnerships with local suppliers and contractors;
- commercial agreements with private training providers in the Central Queensland region; and
- relationships with a wide range of community organisations enabling regular financial support for community development activities.

A similar spectrum of arrangements will be maintained throughout the Project’s life. Ensham is currently working with the owners of Braylands and Chelbrook to understand the potential for subsidence to affect the properties’ operation and plan to avoid impacts on their operations.

Ensham has shared the results of assessment of potential subsidence with the landowners, including consideration of the locations in which mining would occur. Ensham is continuing to consult with the owners of Braylands and Chelbrook to understand the potential for any impacts on the properties’ operation and agree land access, management measures and compensation arrangements.

Ensham will also engage with CHRC to discuss a potential partnership to support quality of life in Emerald, to encourage attraction and retention of local residents as discussed in Section 1.5.7.

## 1.2 Community and Stakeholder Engagement Plan

Ensham is committed to working in harmony with local communities and stakeholders, and to maintaining Ensham’s strong and co-operative relationships with local communities and stakeholders. Ensham will aim to meet the expectations of its stakeholders, earning their trust and support, through constructive dialogue and mutually productive relationships with stakeholders who include local landholders, local communities, businesses, Traditional Owners, and local, state and national governments.

To build and maintain effective relationships with stakeholders Ensham will:

- continue to engage with affected stakeholders throughout the EIS and post-approval phases, to discuss and respond to issues concerning the management of potential social impacts; and
- contribute to the social, economic development of local communities through provision of employment, supply and community investment opportunities.

### 1.2.1 Objectives and key performance indicators

The Community and Stakeholder Engagement Plan’s (CSEP) objectives and Key Performance Measures (KPIs) are provided in Table 2.

**Table 2 Community and stakeholder engagement objectives and KPIs**

Objectives	KPIs
Identify Project stakeholders, their issues and information needs	<ul style="list-style-type: none"> <li>• The Project’s Stakeholder Engagement Register records interactions with Project stakeholders (as noted in Table 3)</li> </ul>
Provide a clear forward program for engaging stakeholders	<ul style="list-style-type: none"> <li>• The Project’s CSEP is publicly available and is updated in 2025 and 2032</li> </ul>
Maintain accessible and inclusive engagement processes	<ul style="list-style-type: none"> <li>• A range of opportunities is provided for engagement between stakeholders and the Project (as per Table 3)</li> </ul>
Ensure Project planning and delivery are informed by stakeholders’ interests	<ul style="list-style-type: none"> <li>• Ensham engages stakeholders to ensure their interests are reflected in the Project’s environmental and social management measures</li> </ul>
Ensure engagement supports adaptive management of social impacts by identifying any ineffective management measures or unanticipated impacts and enabling corrective action	<ul style="list-style-type: none"> <li>• The SIMP monitoring process enables reporting of the delivery and effectiveness of social impact management plans and enables corrective actions to be instituted where necessary</li> </ul>

### 1.2.2 Roles and responsibilities for engagement

Ensham's nominated stakeholder engagement representative will be responsible for implementing and monitoring the CSEP. Site staff including the General Manager Operations and Environmental Advisors will also be involved in community and stakeholder engagement.

Ensham's General Manager Operations will maintain engagement with the CHRC, CDHC, DES and DSDTI.

### 1.2.3 Proposed communication tools and activities

Regular communication channels that will be used and promoted by the Project post-approval include:

- promotion of contact details for Ensham staff who can provide information about the Project and facilitate a response to any queries or complaints;
- an email address to ensure community members have access to Ensham staff;
- publication of Project updates online on the Project website (<https://www.idemitsu.com.au/mining/projects/ensham-life-of-mine-extension-project/>);
- publication of SIMP review reports on the Project website; and
- Ensham's Feedback and Complaints Procedure.

### 1.2.4 Processes for incorporating stakeholder feedback

Ensham's processes for incorporating stakeholder feedback into the adaptive management of the Project's social and environmental impacts will include:

- consideration of stakeholder submissions for assessment in SIMP reviews;
- investigating community and stakeholder complaints and incorporating the result of complaints investigations in the revision of operating procedures or management plans as relevant;
- meeting with CHRC and CHDC to an agreed schedule to provide Project updates and seek their feedback on SIMP implementation; and
- regular engagement with directly affected and adjacent landowners through individual meetings as requested by landowners and on at least an annual basis, to identify and address any issues relating to the Project's operation, to be addressed in IMS operating procedures or the SIMP as relevant.

Ensham will review its existing Stakeholder Engagement Register to ensure that all Project stakeholders are included, and maintain the register for the life of the Project to support consistent and inclusive stakeholder engagement and enable reporting on engagement. The Stakeholder Engagement Register will include the following details:

- stakeholder group (e.g. landowners, Government agencies) and individual stakeholders engaged;
- engagement activities and the date(s) of those activities;
- issues raised/discussed by stakeholders; and
- how issues have been considered and the outcomes of stakeholder engagement, including any commitments made by Ensham.

### 1.2.5 Complaints management

The Project will provide community access to a complaints management process which is informed by International Council on Mining and Metal (ICMM) guidance (ICMM, 2012). The key steps are:

- promote the availability of Ensham staff to receive complaints and feedback through Project newsletters and through provision of email addresses and phone contact details on the Project website;
- receive the complaint (via phone, email, letter or in person) and enter it into a complaint
- register or stakeholder engagement database;

- assess the issue i.e. assign the complaint to the relevant person in the company and classify it into a category e.g. environmental, cultural heritage, land disturbance, amenity, safety or traffic;
- respond in writing to the complainant, acknowledging the complaint and providing information of the steps and timings for resolution;
- investigate and resolve i.e. identify the underlying causes and where relevant, develop actions to prevent similar incidents occurring in the future;
- implement the results of the investigation procedure and when the issue has been resolved, request the complainant's feedback on the result; and
- if the complainant is not satisfied, they can request further consultation and investigation by Ensham. Ensham will initiate further investigation and/or corrective actions. If the issue is still not resolved, Ensham will participate in mediation by an independent third party and abide by the outcomes of the mediation.

Ensham will maintain a record of the nature, location and outcome of complaints and report on complaints that may be received as part of its Social Impact Management Report (SIMR) (see Section 1.7).

#### 1.2.6 Stakeholder engagement plan (SEP) for the Progressive Rehabilitation and Closure Plan (PRCP)

Ensham will engage with key stakeholders including directly impacted and nearby landowners, Traditional Owners, CHRC, CHDC and local community groups in accordance with the Stakeholder Engagement Plan EIMP 07.00.01, developed for the PRCP.

This SEP will be reviewed and updated to reflect progress of the PRCP any relevant material changes which may occur from time to time in relation to the Project.

As part of this revision Ensham will focus engagement with key stakeholders including regulatory bodies, CHRC, employees, suppliers, landholders and Traditional Owner representatives to:

- communicate the timeframe for closure and confirm processes that will be put in place (e.g. contraction of the workforce or supply arrangements) prior to closure;
- develop the process for community and stakeholder engagement in consideration of potential impacts and benefits of Project closure;
- ensure all regulatory requirements are well planned for and addressed in a timely way, including definition of environmental outcomes and relinquishment criteria;
- identify and implement joint initiatives to transition Ensham personnel and suppliers to other employment and business opportunities in the Central Highlands LGA;
- co-operate with local stakeholders including CHRC, CHDC, DNRME, DESBT and DSDMIP in programs enabling economic transition; and
- cooperate with other resource companies in the Central Highlands LGA to work towards a progressive ongoing focus on post-mining land use in the context of regional development and environmental protection.

#### 1.2.7 Engagement actions

Table 3 describes Project stakeholders, their interest and issues, engagement actions, the timing for engagement actions, and monitoring and reporting requirements for each action.

Ensham Mine's nominated Manager will be responsible for the implementation of the CSEP.



**Table 3: Community and stakeholder engagement actions**

Stakeholders	Issues/Information needs	Actions	Timing	Monitoring and reporting requirements
Directly affected and adjacent landowners	EIS findings regarding any impacts on their properties	<ul style="list-style-type: none"> <li>Work with directly affected landowners to agree measures which will avoid or minimise the impacts of any subsidence on the operation of their properties</li> </ul>	From commencement of Project activities.	Engagements entered to stakeholder register and reported as appropriate in the SIMR
	Management of any impacts on the use of land for agriculture	<ul style="list-style-type: none"> <li>Maintain engagement through meetings and phone calls throughout the operational period to a schedule agreed with landowners, offering at least annual meetings</li> <li>Encourage directly affected adjacent landowners to contact the General Manager Operations immediately if any Project-related issues arise, to ensure that any unanticipated issues or impacts are quickly identified and addressed in Ensham Mine’s IMS or as agreed with landowners</li> </ul>	From commencement of Project activities	Engagements entered into stakeholder register Outcomes of any issues and investigations are recorded and reported as part of the SIMR
Other nearby landowners	Management of any impacts on groundwater bores	<ul style="list-style-type: none"> <li>Maintain open lines of communication with nearby landowners that have bores on their properties including contacting them on at least an annual basis, to ensure that any Project-related changes to groundwater access (or other factors) are identified and any loss of access to water is addressed through make- good arrangements</li> </ul>	From three months prior to commencement of Project activities, for the life of the Project	Engagements entered to stakeholder register Any make good arrangements are reported in the UWIR
Indigenous community members	Cultural heritage management and respect for traditional ownership	<ul style="list-style-type: none"> <li>Continue engagement with the Garingbal and Kara Kara People with respect to activities within the existing mining lease and provide regular updates (at least annually) to Western Kangoulu People</li> </ul>	Annually	Engagements entered to stakeholder register and reported in SIMR
		<ul style="list-style-type: none"> <li>Provide Indigenous cultural heritage inductions for all workers during mandatory site induction and on-boarding programs, in cooperation with Western Kangoulu People and Garingbal and Kara Kara People</li> </ul>	From commencement of Project activities, for the life of the Project	Human Resources’ records



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Stakeholders	Issues/Information needs	Actions	Timing	Monitoring and reporting requirements
	Employment and training options	<ul style="list-style-type: none"> <li>Engage with Emerald State High School, Blackwater State High School, Marist College Emerald, Emerald Agricultural College and Emerald Christian College and CDIQ to communicate Project training and employment opportunities and encourage young Indigenous people to consider training pathways which would equip them for Project employment</li> </ul>	From commencement of Project activities, annually	Engagements entered to stakeholder register and reported in SIMR
	Business opportunities	<ul style="list-style-type: none"> <li>Utilise DSDSATSIP's 'Deadly Directory' register of Indigenous businesses to develop a list of Indigenous businesses in the Central Queensland region and invite them to attend 'Meet the Buyer' events</li> </ul>	From commencement of Project activities, for the life of the Project	Indigenous business participation reported in SIMR
CHRC and CHDC	Project status and any emerging issues	<ul style="list-style-type: none"> <li>Engage with CHRC and CHDC at least annually to provide an update on Project progress, workforce numbers, rehabilitation progress with the existing mine and SIMP implementation, and seek their feedback</li> </ul>	From commencement of Project activities, annually	Engagements entered to stakeholder register, record of action in relation to issues raised kept
		<ul style="list-style-type: none"> <li>Offer CHRC Councillors the opportunity to visit Ensham Mine for a site tour</li> </ul>	From commencement of Project activities	Engagement entered to stakeholder register and reported in SIMR
	Pre-closure	<ul style="list-style-type: none"> <li>Review the approved PRCP in consultation with CHRC and CHDC every five years</li> </ul>	Every five years	PRCP identifies stakeholder inputs and Project responses
<ul style="list-style-type: none"> <li>Meet with CHRC to obtain information about CRC-TIME initiatives aimed at supporting good industry practice in closure and rehabilitation planning, and economic transformation post-mining closure</li> </ul>		2023	Meeting record, and the results of any consideration of CRC-TIME research findings noted in SIMR	



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		<ul style="list-style-type: none"> <li>Five years prior to the planned closure of the Project, revise the CSEP to guide engagement with stakeholders during the decommissioning and closure stages</li> </ul>	2032	CSEP available to stakeholders on request
		<ul style="list-style-type: none"> <li>Provide an update to all Project personnel regarding the closure schedule prior to the workforce ramp-down, and every six months thereafter prior to closure</li> </ul>	Six monthly during the period prior to closure	HR records Project updates provided to personnel
		<ul style="list-style-type: none"> <li>Communicate the process and timing for redundancies ahead of the closure of the Project's underground operations to CHRC, CHDC and Department of Education</li> </ul>	2032-2036	Engagements entered to stakeholder register and reported in SIMR
		<ul style="list-style-type: none"> <li>Participate in CHDC and/or CHRC initiatives aiming to diversity and grow the Central Highlands' economy ahead of transition from coal mining to other industries as the region's key economic strengths, including the Regional Resources Roundtable convened by CHDC</li> </ul>	From the commencement of Project activities, as initiated by CHDC/CHRC	Engagements entered to stakeholder register and reported in SIMR
		<ul style="list-style-type: none"> <li>Engage with CHRC and CHDC to seek their input into the scope of the CSEP for the Project's pre-closure and closure period</li> </ul>	Five years prior to closure	Engagements and outcomes entered into stakeholder register
Project personnel and suppliers	Local supply opportunities	<ul style="list-style-type: none"> <li>Join the QLCLN and actively participate in its activities</li> </ul>	Prior to Project activities commencing	Engagements entered into stakeholder register
		<ul style="list-style-type: none"> <li>Attend annual 'Meet the Buyer' events in Emerald to provide an update on forecast procurement requirements and encourage and maintain relationships between the Project's procurement team and local businesses</li> </ul>	From commencement of Project activities, annually for three years	Annual event participation reported in SIMR



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Stakeholders	Issues/Information needs	Actions	Timing	Monitoring and reporting requirements
		<ul style="list-style-type: none"> <li>Provide an update to all Project personnel regarding the closure schedule prior to the workforce ramp-down, and every six months thereafter prior to closure</li> </ul>	Six monthly during the two to three years prior to closure	HR records Project updates provided to personnel
		<ul style="list-style-type: none"> <li>Provide an update to all Project suppliers regarding the closure prior to the ramp-down of production, and annually in the ensuing years to closure</li> </ul>	Annually during the three years prior to closure	Stakeholder engagement records reported as part of progressive rehabilitation and closure plan
Government agencies and social infrastructure providers	Site emergency management	<ul style="list-style-type: none"> <li>Engage with QPS and QFES prior to Project commencement to review the EMP</li> </ul>	From commencement of Project activities, and every three years	Engagements entered into stakeholder register
	Workforce forecasts	<ul style="list-style-type: none"> <li>As part of SIMR (and on request by CHRC, CHDC and Government agencies), provide an annual report on workforce numbers and a forecast of workforce numbers for the 12 months ahead</li> </ul>	Annually during Project activities	Human Resource records reported in the SIMR
Community members and organisations in Emerald and Comet	Project status, employment opportunities, community investment	<ul style="list-style-type: none"> <li>Communicate the availability of employment vacancies to local community members through employment agencies based in Emerald</li> </ul>	From the commencement of Project activities, for the life of the Project	Engagements entered into stakeholder register
		<ul style="list-style-type: none"> <li>Offer to attend and present at Comet State School to let students and teachers know what happens at Ensham Mine and develop the relationship between Ensham and the school</li> </ul>	Annually for the life of the Project	Engagements entered into stakeholder register





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Stakeholders	Issues/Information needs	Actions	Timing	Monitoring and reporting requirements
		<ul style="list-style-type: none"> <li>Offer to meet with CHRC's Emerald and Comet Community Reference Groups to provide an update on the Project, and promote community sponsorship and donations opportunities, and share the outcomes of Ensham's sponsorships and donations</li> </ul>	From the commencement of Project activities, for annually for five years	Engagements entered to stakeholder register, reported in SIMR
		<ul style="list-style-type: none"> <li>Provide an annual newsletter including Project update, community investment activities and community engagement opportunities emailed to stakeholders and made available via the Project website</li> <li>Publication of Project updates, SIMRs and Ensham Mine's complaints management process on the Project website</li> </ul>	From the commencement of Project activities, for the life of the Project	Annual community update attached to SIMR
		<ul style="list-style-type: none"> <li>Offer presentations on the Project's underground mining, coal processing operations and environmental management to all schools in Emerald and Comet</li> </ul>	Every two years during Project operations	Engagements entered to stakeholder register, reported in SIMR
		<ul style="list-style-type: none"> <li>Attend community events such as the Emerald Show, Comet Show and Ag-grow Emerald on an annual basis</li> </ul>	Annually for the life of the Project	
		<ul style="list-style-type: none"> <li>Considered requests to join community management committees and contribute Ensham personnel's expertise to community groups</li> </ul>	From the commencement of Project activities, for the life of the Project	

### 1.3 Workforce management plan

This section details the Project’s workforce management plan. In continuing the employment of Ensham Mine’s underground mining workforce, Ensham will utilise its established workforce management strategies, supplemented by measures identified during the SIA as presented below.

#### 1.3.1 Objectives and KPIs

The objectives and key performance indicators (KPIs) for the Project’s Workforce Management Plan are shown in Table 4.

**Table 4: Workforce management objectives and KPIs**

Objectives	KPIs
Maintain or improve the percentage of Ensham Mine personnel who live in the Central Highlands region	<ul style="list-style-type: none"> <li>Implementation of the recruitment hierarchy outlined in Section 1.3.3</li> <li>Attempt to maintain at least 34 percent of the Project’s employees will be local (Central Highlands) LGA residents, including existing residents and those who move to the region for Project employment</li> </ul>
Maintain an appropriately skilled workforce including local residents, young people, women and Indigenous people	<ul style="list-style-type: none"> <li>Progress towards five percent of direct employees being female by 2025 and ten percent of direct employees being female by 2030</li> <li>The Project maintains an apprentices and trainee program which includes young people (under 25 years) and Indigenous people</li> </ul>
Encourage new local operational personnel to settle in the Central Highlands LGA	<ul style="list-style-type: none"> <li>The Project will provide incentives for Staff to live in the Central Highlands LGA</li> </ul>
Maintain appropriate and respectful behaviour by all Project personnel	<ul style="list-style-type: none"> <li>A positive relationship between Project workers and local communities to support local employment, local business involvement and community investment</li> </ul>
Support the health and well-being of workers	<ul style="list-style-type: none"> <li>Continual improvement in Lost time Injury (LTI) rate</li> </ul>

#### 1.3.2 Roster arrangements

The Project’s production personnel will work 12 hour rotating shifts (day / night) on seven days on, seven days off roster. Other Project personnel will principally work 10-hour day shifts, five days per week. These arrangements support the ability of personnel to work locally, and the ability for workers from other regions to access DIDO and FIFO arrangements and enable personnel to maintain a good balance of work and family time.

#### 1.3.3 Recruitment

If Ensham’s current annual turnover rate of 5.3% percent per annum is maintained for the Project, approximately 32 positions would become vacant each year.

The recruitment hierarchy for the Project is:

- Central Highlands residents will be targeted for vacancies as they arise; and
- recruits from outside the Central Highlands will be encouraged to move to the region.

Employment and contracting opportunities will also be available to residents of communities beyond a safe daily driving distance, supported by provision of onsite accommodation at Ensham Mine.

The hierarchy will be implemented by:

- actively offering career opportunities to existing employees based on merit;
- posting vacancies via site communication channels (intranet and emails, toolbox talks and noticeboards) for internal applications;
- moving qualified internal candidates to the selection process and providing feedback to all internal candidates on the outcome of their interview, as a priority before an appointment or further advertising is publicly announced;
- providing Ensham's current contractors with opportunities to apply or tender for Project work;
- advertising vacancies through local media (e.g. CQ News and Rockhampton Bulletin); and
- maintaining relationships with selected employment agencies based in Emerald, advising of potential vacancies and requesting their identification of suitable local candidates.

Non-local candidates who fill employment vacancies will be encouraged to move to the Central Highlands LGA through provision of:

- recruitment advertising which advises candidates that staff positions are preferred to be based in the Emerald region;
- provision of a housing subsidy for all new Staff who move to the LGA;
- provision of relocation allowances for personnel moving to nominated positions;
- seven day on, seven day off rosters for nominated operational roles and five day on, two day off rosters for other personnel, which support a family-friendly way of life;
- an information pack which profiles the Central Highlands and Emerald and Comet in particular, including social, health and education infrastructure, housing options, business diversity, recreational amenity and quality of life, provided to all non-local candidates during the recruitment process; and
- contact with an Ensham representative who can assist them to access housing, childcare, school enrolments or support services.

Ensham will keep the CHRC, and CHDC updated on changes to Ensham Mine's workforce numbers, including providing advice at least three years prior to the planned cessation of Project operations, to enable them to anticipate and plan for any changes to population, housing or social infrastructure demands.

#### 1.3.4 Employment equity Female employment

Between two and five percent of Ensham's total workforce (employees and contractors) are women. Ensham will work towards an aspirational goal of:

- five percent of direct employees being women by 2028; and
- ten percent of direct employees being women by 2032. This will be achieved by:
- actively encouraging women to consider Project employment opportunities through recruitment advertising;
- promoting the availability of Project jobs, apprenticeships and trainees to young women in the Central Highlands LGA through presentations to schools;
- including existing female staff on selection panels for new roles; and
- providing female mentors within the workforce.



### Indigenous employment

Ensham will work towards greater involvement of Indigenous people in Ensham Mine's workforce as part of the Project by:

- actively working with DSDSATSIP, encouraging Indigenous people to apply including as part of advertising Project vacancies through local employment agencies;
- advising DSDSATSIP, Western Kangoulu People and Garingbal and Kara People of Project vacancies as they arise and encouraging promotion of vacancies through their networks;
- engaging with Emerald State High School and CDIQ to communicate Project training and employment opportunities and encourage young Indigenous people to train for Project vacancies;
- offering one apprenticeship or traineeship every two years to a suitably qualified Indigenous person; and
- encouraging and supporting Ensham's existing Indigenous personnel to mentor new Indigenous recruits and apprentices and trainees.

Ensham will develop a staged approach to achieve a planned long term employment target of 5% of Ensham's FTE workforce employed, in relation to people who identify as Aboriginal and Torres Strait Islander.

The actual employment calculation for SIMR reporting purposes will include all Aboriginal and Torres Strait Islander FTE employment at Ensham Resources operations, including Ensham employees, its contractors and service providers.

Refer *Appendix 2 – Employment target, in relation to the Project* for the details, justification and assumptions.

### Equal opportunity

In providing an inclusive workplace, Ensham is committed to Idemitsu's Equal Employment Opportunity (EEO) principles which include:

- preserving the right of every person to carry out their job in an environment that promotes job satisfaction and maximises efficiency;
- promoting a working environment that is free of discrimination and harassment;
- ensuring people have the right to be considered for a job for which they are skilled and qualified; and
- ensuring recruitment and promotion is based on merit.

In implementing these principles for the Project, Ensham will:

- comply with all applicable laws and standards;
- maintain recruitment and promotion procedures that are based on merit and free of discrimination;
- establish work practices that promote job satisfaction and maximise efficiency;
- provide EEO education to employees and contractors;
- provide information in ways that will reach all employees, contractors and visitors;
- ensure all complaints of discrimination and harassment are considered sympathetically, investigated seriously and resolved promptly; and
- ensure that complainants and respondents do not suffer victimisation as a result of action taken to resolve grievances.

Ensham will also engage with organisations including CHCS, Pre-HeadSpace and On Track College to encourage disadvantaged young people to consider training and employment opportunities offered by the Project.

### 1.3.5 Training and development

Ensham's Training Scheme will apply to the Project and provides that:

- training standards are pro-active and consistent with best industry practice, and recognise current legal, social and economic obligations;
- relevant standards are applied uniformly throughout Ensham;
- training and assessment procedures are integrated with other business activities; and
- appropriate evidence of training is recorded and retained. Ensham's Training Scheme includes:
  - induction training for coal mine workers and other persons at the mine;
  - establishing workers' training needs;
  - appointing people who are competent to provide training and assess workers' competencies;
  - recognising workers' current competencies and prior learning in establishing training needs;
  - establishing a training program to meet the training needs using the endorsed components of the coal industry training package that are relevant for the Project's workers, including refresher training;
  - training workers elected to be safety and health representatives; and
  - keeping and auditing records of training and assessment undertaken.

#### **Onboarding and induction**

All Ensham employees and contractors are required to complete and actively participate in an Induction and Onboarding program which includes:

- completion of the corporate and site onboarding processes as relevant;
- encouraging personnel to seek additional information, assistance and clarification;
- provision of performance and behavioural expectations; and
- completion of assessments on policies and guidelines.

#### **Workforce training**

Ensham will implement workforce training for Project personnel to achieve a high level of safety and productivity.

Training needs will be determined through training analysis, which includes consultation with employees, and will be used to identify the compliances, competencies and procedures required for Project workers to fulfil their role safely. As a minimum, consideration will be given to:

- requirements contained in the Ensham Mine Integrated Management System;
- competencies Recognised by the Coal mining Safety & Health Advisory Committee;
- trade and certificate qualifications; and
- technical and operational competencies.

Approximately ten percent of Ensham Mine's current personnel (including employees and contractors) are qualified trainers who have Certificate IV qualifications in training. It is planned for a similar level of trainers would be maintained for the Project. Every training course delivered on site will be mapped to national resource and infrastructure industry standards, and regular training calendars will be issued to enable personnel to nominate for training.

Ensham maintains commercial arrangements with Registered Training Organisations (RTOs) in Emerald, Mackay and Rockhampton to provide training courses, work with qualified on-site trainers and assess competencies to national resource and infrastructure industry standards. Ensham will also require contractors to hold and maintain the appropriate competencies as determined by training analysis conducted as part of the IMS.

Technical and operational competencies will be sourced from and mapped to the Endorsed Components of the relevant Nationally Endorsed training package, primarily the Resources and Infrastructure Industry Training package. Competency training and refresher courses which may be required for new or existing personnel include:

- Standard 11 – surface and underground;
- emergency response training;
- first aid training;
- carry out the risk management process;
- conduct underground lifting operations; and
- enter and work in confined spaces. Training may be undertaken via:
  - courses facilitated by specialist trainer/assessors;
  - toolbox or awareness sessions;
  - coordinated group training;
  - one on one training; or.
  - on-line learning.

#### **New entrants to underground mining**

Ensham Mine's recruitment processes are open to experienced and inexperienced underground miners. As for the existing underground mining operation, all personnel who are new to underground mining will participate in a training and induction process of approximately 12 months.

In accordance with existing practice at Ensham Mine, each inexperienced miner will be allocated to an experienced worker to work with during the shift, who will be responsible for the safety of the

inexperienced worker and for highlighting specifics of the underground environment. During the first six months inexperienced miners will be oriented to Standard Operating Procedures (SOP), competencies, equipment operation, safety management requirements and workplace communication procedures. Following successful completion of competency training to national standards, personnel will proceed to a second six month period during which they will build on their competencies and skills, before being assessed again prior to being designated as an experienced miner.

#### **Apprenticeships, training and higher learning**

Ensham Mine's workforce currently includes five apprentices (electricians, fitters and mechanics) and five trainee operators. The Project would maintain a similar number of apprenticeships and traineeships.

In addition to on-site courses and on the job training, the Project will also offer the following to support higher learning:

- study assistance for personnel seeking tertiary qualifications, including study leave and financial assistance; and
- opportunities for undergraduates (e.g. electrical engineers) to join the Project workforce.

Ensham will also engage with all local high schools and tertiary institutions to communicate training and employment pathways to young people and encourage their consideration of opportunities as they arise at Ensham.

### 1.3.6 Workforce well-being Workforce engagement

Ensham is committed to constructive engagement with workers on matters of mutual concerns and particularly work health and safety (WHS) as the basis of positive working relationships that promote a safe workplace. To ensure this commitment is achieved, Ensham will consult with workers to improve and implement safe systems of work that will ensure the health, safety and welfare of workers and other people in regard to:

- identifying hazards and determining how to eliminate or minimise risks;
- making decisions about the adequacy of amenities/facilities;
- proposing changes that affect health and safety;
- resolving WHS issues; and
- promoting a mentally healthy monitoring health and workforce conditions.

#### Health and safety procedures

Medical assessments are required for all site-based roles, in accordance with the site's specific Safety & Health Management System.

The Project would operate under Idemitsu's Fitness for Work Guideline which provides a framework for the management of health and safety risks associated with impairment caused by fatigue, physical or psychological ill health, alcohol or drugs. All employees, consultants, contractors and visitors will have an obligation to present fit for work. If an employee, consultant, contractor or visitor recognised that their ability to perform their normal duties was impaired (for any reason), they will have a responsibility to report the issue to their supervisor or host. No person is permitted to undertake work when they are unfit to do so.

The Project will also apply Ensham Mine's current Alcohol and Drug Procedure which includes:

- an alcohol and drug screening regime (blood alcohol level testing before each shift and random drug testing);
- a process to declare prescription and non-prescriptive medication, where the medication could reasonably be expected to impact their ability to work safely; and
- an alcohol and drug education program which covers the use of prescription and non-prescription medication and the method of drug and alcohol screening.

Ensham's on-site provision of health services for the Project is described in Section 1.5.

Ensham's Emergency Management Plan (EMP) holds that personnel's safety is the first priority in all circumstances, and documents controls which will be applied to the Project to prevent or mitigate the extent of an emergency at Ensham. The plan is designed to:

- minimise casualties and effect their rescue and treatment;
- obtain maximum benefits from the combined resources of the on-site emergency personnel and emergency services;
- minimise confusion by delegating responsibilities to ensure necessary tasks are prioritised and completed;
- minimise damage to property and environment; and
- minimise interruption of operations and preserve business assets.

Ensham has also established a Critical Control Management System (CCMS) standard to define the minimum requirements for identification and management of Critical Controls at Ensham Mine. The Critical Control Management Standard applies to hazards with potential for fatal consequences in its operations and involves an increased level of management oversight and review of these controls.

Emergency management response training courses will be made available on site, and Emergency response teams will be available for all shifts.

The Project will implement Ensham Mine's Fatigue Management Plan, which currently includes the following provisions:

- work rosters will be consistent with current fatigue research and government guidelines, and consider the risk profile of the operation;
- no person is permitted to work more than 16 hours in any 24-hour period, without a 10-hour break;
- hours of work and commute times are considered in development of working rosters and extended hours of work;
- a documented process for changing rosters including emergency work;
- where possible, complex activities should be planned for day shift; and
- an education program which assists the workers and supervisors in identifying the signs and symptoms of fatigue in themselves or in others.

The intended date of the production ramp-down and closure schedule for underground operations will be communicated to the Ensham workforce and suppliers ahead of time to enable them to plan to minimise any periods of unemployment which could affect their wellbeing, as shown in Table 5.

#### 1.3.7 Workforce behaviour

Idemitsu's Accountability and Personal Conduct Procedure applies to all personnel (employees and contractors) and has been effective in supporting positive relationships between the workforce and local communities. The Workforce Accountability and Personal Conduct Procedure will apply to all Project personnel. Workers demonstrating behaviour that does not comply with Workplace Conduct Policy will face disciplinary action in line with the terms of their employment.

#### 1.3.8 Management measures

Table 5 provides the Project's actions, targets and outcomes, stakeholders, implementation timeframe and monitoring and reporting process for workforce management.

Ensham Mine's HR representative will be responsible for delivering the actions summarised in Table 5.





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**Table 5: Workforce management measures**

Impact/benefit	Actions	Targets and outcomes sought	Stakeholders	Timeframes for implementation	Monitoring and reporting process
Continuation of employment for local residents	<ul style="list-style-type: none"> <li>Implementation of employment hierarchy detailed in Section 1.3.3</li> <li>Family-friendly 7 day on, 7 day off and 5 day on, 2 day off rosters</li> </ul>	Planned target of at least 34.0 percent local employment for the life of the Project	Ensham employees and contractors, CHRC Job seekers in Central HighlandsLGA	From commencement of Project activities, for the life of the Project	HR representative will record the home addresses of all personnel and report to the GM Operations annually, for provision to CHRC, CHDC and Government agencies on request
Recruitment of new personnel to the Central Highlands LGA	<ul style="list-style-type: none"> <li>Family-friendly rosters as above</li> <li>Advertising staff roles as preferred to be based in Emerald</li> <li>Local community information pack provided to all non-local candidates</li> <li>Housing subsidy</li> <li>Relocation assistance for supervisors and above</li> <li>Ensham contact to assist families to access housing and services</li> <li>In cooperation with the Comet School of Arts Hall committee and CHDC, develop an information pack promoting the lifestyle benefits, services available and housing options and contacts in Comet and Emerald to new recruits</li> <li>Make the Comet and Emerald information packs available to newly on-boarded contractors.</li> </ul>	Recruitment of personnel from outside the Central Highlands LGA to fill Project vacancies which can't be filled locally	Ensham employees and contractors, CHRC Job seekers in Central Queensland region and beyond	From commencement of Project activities, for the life of the Project	HR representative will maintain records of implementation and record the number of new local employees annually, for provision to CHRC, CHDC and Government agencies on request



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Impact/benefit	Actions	Targets and outcomes sought	Stakeholders	Timeframes for implementation	Monitoring and reporting process
Employment equity and involvement of under-represented groups	<ul style="list-style-type: none"> <li>Implement strategies to increase the number of women employed by Ensham Mine via measures outlined in Section 1.3.4</li> <li>Implement Idemitsu's Equal Employment Opportunity (EEO) principles</li> </ul>	<p>Five percent of direct employees being women by 2028</p> <p>Ten percent of direct employees being women by 2032</p>	Ensham employees and contractors	5% by 2028 and 10% by 2032	HR representative will maintain records of female employment annually, to be reported in the SIMR
	<ul style="list-style-type: none"> <li>Work with Indigenous stakeholders to support continued employment of Indigenous people and encourage Indigenous people to apply for Project vacancies including:</li> <li>Advise Western Kangoulu People, Garingbal and Kara Kara People, CDIQ, and all high schools in the Central Highlands LGA of Project vacancies, and encourage promotion of vacancies through their networks</li> <li>Plan for one apprenticeship or traineeship at least every two years to a suitably qualified Indigenous person</li> <li>Encourage and support Ensham's existing indigenous personnel to mentor new indigenous recruits</li> </ul>	Continuation of employment of Indigenous personnel for the life of the Project, in accordance with a confidential agreement with Western Kangoulu People Involvement of Indigenous businesses from the CQ region in Project supply	Indigenous community members, CDIQ, Emerald State High School, Western Kangoulu People, Garingbal and Kara Kara People	From commencement of Project activities for life of Project	HR representative will maintain records of implementation and record the number of Indigenous personnel annually, to be reported in the SIMR
	<ul style="list-style-type: none"> <li>Engage with CHCS, Pre-HeadSpace Emerald (or HeadSpace as developed) and On Track College Emerald to provide information about training and employment opportunities offered by Ensham Mine and its contractors, and encourage</li> </ul>	Graduates of programs for at-risk and disadvantaged young people are considered for employment as	Disadvantaged young people, CHCS, Pre-HeadSpace Emerald and On Track College Emerald	From 2023, for three years	Nominated stakeholder Engagement representative will maintain records of implementation and



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Impact/benefit	Actions	Targets and outcomes sought	Stakeholders	Timeframes for implementation	Monitoring and reporting process
	disadvantaged young people to apply for training and employment positions	project trainees or workers.			record the number of at-risk program graduates applying and employed annually.
Workforce wellbeing	<ul style="list-style-type: none"> <li>Implement Ensham Mine’s Fatigue Management Plan, Fitness for Work Guideline and Drug and Alcohol Procedure for the Project</li> <li>Consult with workers to improve and implement safe systems of work that will ensure the health, safety and welfare of workers and other people</li> <li>On-site provision of health services including first aid-trained persons, casualty rooms, the availability of first aid kits and trauma packs, ambulance, an EAP program, promotion of access to telehealth services and mental health awareness programs</li> </ul>	Continual improvement in LTI rate On-site access to services maintained	Ensham employees and contractors	From commencement of Project activities for life of Project	HR representative will maintain records of implementation and outcomes in accordance with Ensham Mine’s HSE System



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Impact/benefit	Actions	Targets and outcomes sought	Stakeholders	Timeframes for implementation	Monitoring and reporting process
Training and development	<ul style="list-style-type: none"> <li>Implement Ensham’s Training Scheme for the Project including:</li> <li>Induction and Onboarding program</li> <li>Cultural Awareness Training</li> <li>Inexperienced underground miners’ (12 month competency training period)</li> <li>Access to competency training for existing employees and where necessary new recruits</li> <li>Plan to maintain the availability of apprenticeships and traineeships at the current rate (10 trainees and apprentices)</li> <li>Plan to maintain availability of study assistance and undergraduate positions</li> </ul>	Project personnel, have access to induction, onboarding and cultural awareness training. Competency training made available to employees in accordance with training analysis. Approximately five apprenticeships and five trainees (on average) each year	Ensham employees and contractors	From commencement of the Project activities for life of the Project	HR representative will maintain records of training participation, traineeships and apprenticeships, to be reported in the SIMR
	<ul style="list-style-type: none"> <li>Offer to meet with Emerald State High School, Marist College Emerald, Emerald Christian College, CQU/TAFE, Emerald Agricultural College and Blackwater High School representatives on an annual basis to promote the availability of apprenticeships and traineeships at Ensham Mine and encourage local young people including Indigenous young people to seek training and/or employment at Ensham Mine</li> </ul>	People 16 – 25 years from the Central Highlands LGA including Indigenous young people are employed in Project training/ apprenticeship positions.	Emerald State High School and CQU	At commencement of Project and at annual intervals to 2035	Meeting records
	<ul style="list-style-type: none"> <li>Participate in industry initiatives e.g. forums, partnerships or to build local resourcing capacity for mining industry work which are identified by the Resources Roundtable</li> </ul>	Collaboration to support mining industry training initiatives	Jobseekers in the Central Highlands LGA, training providers, mining industry stakeholders	As and when identified in Resources Roundtable discussions	Any collaboration will be reported in the SIMR



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Impact/benefit	Actions	Targets and outcomes sought	Stakeholders	Timeframes for implementation	Monitoring and reporting process
Closure impacts	<ul style="list-style-type: none"> <li>Provide regular updates to Project personnel regarding the ramp-down and closure schedule for the Project</li> </ul>	Project personnel are aware of the period of security of employment and able to pursue other employment options when appropriate	Project personnel and families	3 years, 2 years and then six monthly prior to the Project ceasing production	HR/communication records. Advice to OCG that this has occurred
	<ul style="list-style-type: none"> <li>Keep the CHRC and CHDC updated on changes to Ensham Mine's workforce numbers, including providing advice at least three years prior to the planned cessation of Project operation</li> </ul>	Annual updates to CHRC and CHDC	CHRC and CHDC	From commencement of Project activities for life of project	Updates to be recorded for reporting in the SIMR

### 1.4 Workforce housing and accommodation plan

This plan provides the measures that Ensham will utilise to ensure Project personnel can access housing which is affordable to them and/or high quality non-resident workers accommodation as relevant.

Ensham personnel access housing in local communities (primarily Emerald) through either home rental or home ownership. As noted in Section 1.3.3, Ensham will support new Staff personnel to move to the Central Highlands LGA by providing a housing subsidy to enable newly recruited Staff to rent or purchase housing, providing relocation expenses for eligible employees, promoting the Central Highlands’ amenity, quality of life and housing options to all non-local candidates, and providing contact with an Ensham representative who can assist them to access housing and services to ease the relocation process. This may lead to incremental increases in new locals seeking housing. In employing Ensham Mine’s existing workforce, and in prioritising ongoing recruitment from within the LGA, this is not expected to result in a significant impact on housing availability or cost.

Ensham’s Workforce Accommodation Village (on the Ensham Access Road) currently accommodates approximately 500 people. Ensham is committed to providing a clean, comfortable and restful environment for its non-residential workforce. The Company’s accommodation policy is to provide a high standard of village accommodation, including permanent rooms with ensuites (no ‘hot bedding’), all meals and domestic services such as on-site laundries, and provision of a wet mess, dining facility, gym, tennis court and pool.

#### 1.4.1 Objectives and KPIs

The objectives and key performance indicators (KPIs) for the Project’s Workforce Management Plan are shown in Table 6.

**Table 6 Housing and accommodation management objectives and KPIs**

Objectives	KPIs
Support staff access to affordable housing	<ul style="list-style-type: none"> <li>Provision of housing subsidy to all Staff who live in the Central Highlands LGA</li> </ul>
Ensure the availability of sufficient workforce accommodation rooms in the Ensham Mine Accommodation Facility for all non-local personnel	<ul style="list-style-type: none"> <li>Non-local personnel do not require the use of accommodation in local towns</li> </ul>

#### 1.4.2 Action summary

The General Manager Operations is responsible for approving Staff housing subsidies and relocation allowances, and for maintain the provision of high-quality accommodation for non-resident workers. The Ensham workforce accommodation village is operated by Austco which is responsible under contract for the management of the village. Table 7 outlines actions, targets and outcomes, stakeholders, implementation timeframe and monitoring and reporting process for workforce management for workforce housing and accommodation.



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**Table 7: Housing and accommodation management actions**

<b>Impact/benefit</b>	<b>Actions</b>	<b>Targets and outcomes sought</b>	<b>Stakeholders</b>	<b>Timeframes for implementation</b>	<b>Monitoring and reporting process</b>
Affordable access to housing for locally based Staff	<ul style="list-style-type: none"> <li>Provide housing subsidy to all staff living in the Central Highlands LGA</li> </ul>	All locally resident Staff are supported to access and maintain housing	Ensham personnel	From commencement of Project activities, for the life of the Project	Internal confidential records
Access to high quality workforce accommodation	<ul style="list-style-type: none"> <li>Maintain the availability of accommodation, meals, services and recreational facilities within the Ensham workforce accommodation village</li> </ul>	Sufficient accommodation is available within the workforce accommodation village for all non-local personnel	Ensham personnel, CHRC	From commencement of Project activities, for the life of the Project	Workforce accommodation village management records – adequacy of accommodation capacity reported in SIMR

## 1.5 Health and community well-being plan

The EIS SIA did not identify any potential for negative impacts on the health and well-being impacts of local communities, or on the level of service provided to the local community by existing social services, facilities and infrastructure. Ensham will keep local services updated on changes to workforce numbers or composition to support their planning, as outlined in Section 1.5.2.

There is a possibility that stress could result for directly affected or nearby landowners if they remain concerned about potential Project impacts which is addressed in Section 1.5.3.

Ensham Mine has established emergency response arrangements and management measures agreed with emergency service providers and will review these measures in cooperation with local stakeholders as discussed in Section 1.5.5

Details of Ensham Mine’s community development program and the outcomes to be achieved are provided in Section 1.5.7.

### 1.5.1 Objectives and KPIs

The objectives and KPIs for the Project’s Health and Community Well-being Plan are shown in Table 8.

**Table 8 Health and community well-being objectives and KPIs**

Objectives	KPIs
Support Project workers’ health by providing access to onsite health services	<ul style="list-style-type: none"> <li>The Project maintains a level of access to health services commensurate with Ensham Mine’s current provision</li> </ul>
Minimise the Project’s potential to increase landowners’ stress or anxiety	<ul style="list-style-type: none"> <li>Ensham maintains respectful, open and cooperative relationships with landowners to address any issues for the life of the Project</li> </ul>
Support social infrastructure providers to plan for changes to demands as the result of Project changes	<ul style="list-style-type: none"> <li>CHRC, CHDC and Government agencies have early advice of Project or workforce changes which could affect service demand</li> </ul>
Cooperation with QPS and emergency services to support effective emergency management	<ul style="list-style-type: none"> <li>The Project engages with QPS, QFES and QAS in reviewing emergency management plans and maintains relationships with leading officers in the Central Highlands region</li> </ul>
Make a positive contribution to community well-being in the Central Highlands LGA	<ul style="list-style-type: none"> <li>The Project contributes to community well-being by investing in community programs and initiatives</li> </ul>

### 1.5.2 Onsite services

Ensham’s on-site provision of health services for the Project will include:

- making first aid-trained persons available on site at all times and stocking casualty rooms with sufficient supplies to provide first aid treatment;
- making first aid kits, trauma packs and the surface Emergency Services Ambulance available at various locations around the site;
- a suitably qualified Employee Assistance Program (EAP) provider to provide professional counselling and referral service for personnel; and
- promotion of access to telehealth services such as 13 Health.

A pool, recreational areas and gym are also provided as part of the workforce accommodation village to enable personnel to access recreational and social activities.



Ensham will also investigate the availability of 'mental health training and awareness courses and make such a course available to Project personnel.

#### 1.5.3 Stress on landowners

Landowners in and near the Project Site are experienced in anticipating and managing changes to their business operations but may experience stress or anxiety if they are uncertain or concerned about potential Project impacts.

Ensham will maintain engagement with landowners and throughout the life of the Project to ensure they aware of Project progress (e.g. opportunities to make submissions, or the location of underground workings), can efficiently communicate about any issues of concern, and are able to participate in engagement towards the development of Ensham Mine's progressive rehabilitation plan.

Ensham's principles for this engagement include:

- early, open and honest communication with landowners;
- respect for landholders' needs and time pressures e.g. seasonal demands on their resources;
- considering landowners' views and knowledge about the Project and its potential impacts on properties in refining project plans and environmental and social management measures;
- compliance with all statutory and regulatory requirements relating to the EIS and mining lease approvals; and
- compliance with DNRME's 'A guide to landholder compensation' (DNRME, 2020).

#### 1.5.4 Access to natural resources

The EIS did not identify significant changes to access to natural resources as a result of the Project.

As detailed in the Groundwater impact assessment (SLR, 2020), the risk of the Project affecting groundwater access was determined to be low however some drawdown may occur. Ensham will comply with the Water Act's underground water management framework which requires baseline assessments of water bores, preparation of UWIR, and entering into make good agreements for any loss of access to water. This will be supported by maintaining open lines of communication with nearby landowners that have bores on their properties to ensure that any Project-related changes to groundwater access are identified and addressed.

#### 1.5.5 Social infrastructure planning

Ensham will share information on the Ensham workforce e.g. employee numbers and local and DIDO/FIFO percentages as part of its SIMRs and on request by CHRC, CHDC or Queensland Government agencies to support their service planning.

Ensham will also update CHRC, CHDC, Queensland Heath, DSDMIP, QAS, QPS and DCDSS on changes to workforce numbers ahead of the ramp-down of underground mining (2035) and Ensham Mine Closure (2037), at least twelve months prior to each event.

#### 1.5.6 Co-operation with emergency services

Ensham will engage with the QPS, QAS and QFES to review and, if necessary, revise the Emergency Management Plan (EMP) prior to Project commencement. The Project's EMP will include:

- ensuring selected staff have access to underground mining emergency response team training, and that trained staff are on site at all times;
- procedures for incident management, site contact and call-out protocol with local emergency service providers in relation to potential incidents occurring at the mine site, in the workforce accommodation village or on local roads and highways;

- offering site orientation days for QPS, QAS and QFES officers;
- a protocol and procedure for wide-load escort duties; and
- reviewing agreed protocols with QPS, QAS and QFES during operation.

Ensham will also maintain engagement with the QPS, QAS and QFES, to a schedule agreed them as part of the EMP review, to seek their input into evaluation of the health and wellbeing plan's effectiveness and will also involve Queensland Health in periodic review of SIMP effectiveness.

#### 1.5.7 Community investment

The Project will continue Ensham Mine's Community Sponsorship and Donations program, which has supported a wide range of community groups and services including:

- education facilities such as C&K Emerald South Community Kindergarten, Emerald North State School and Emerald State High School;
- cultural association such as Emerald Arts Crafts, the Emerald Show Society Inc and Emerald Girl Guides; and
- sporting clubs including the Emerald Gymnastics and Trampoline Club, Athletics Club, Junior Motorcycle Club, Amateur Swimming Club, Jockey Club, Motorsport Association, Junior Tennis Association, Brothers Junior Rugby League, Golf Club and Basketball Association.

Ensham will revise its community investment priorities, in consultation with CHRC, to address community needs identified during the SIA process, e.g.:

- contributions to amenity and liveability e.g. sporting and park facility upgrades and a potential partnership with CHRC to support quality of life in Emerald;
- initiatives which enable strong, creative and resilient young people e.g. mental health promotion, support for housing solutions for young people and homelessness services;
- support for affordable housing for young people and people with disability;
- homelessness support services;
- community transport;
- programs to enable people to age in place, e.g. social interaction and transport services;
- neighbourhood centre-type facilities to provide access to services and opportunities for informal interaction;
- early learning opportunities for Indigenous young people; and
- engagement with social enterprises and programs supporting at-risk young people.

Community investment priorities will be reviewed in cooperation with CHRC and CHDC during the first year of Project operations and reflected in the priorities set for community investment. These priorities will be reviewed every five years in cooperation with CHRC and CHDC.

Ensham will also engage with CHRC to identify and implement a partnership to improve quality of life in Emerald and support its attractiveness as a place for people of all ages, in turn supporting attraction and retention of local residents. This may include a feasibility study for services which would support ageing in place and a more 'seniors-friendly' social environment, but options will be identified and evaluated with Council.

#### 1.5.8 Management measures

The General Manager Operations and the nominated stakeholder engagement representative will be responsible for implementation and monitoring of the Health and Community Well-being Plan.



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Actions, targets and outcomes, stakeholders, implementation timeframes and monitoring and reporting process for Health and Community Well-being are shown in Table 9.



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**Table 9: Health and community well-being actions**

Impact/benefit	Actions	Targets and outcomes sought	Stakeholders	Timeframes for implementation	Monitoring and reporting process
Workers health	Maintain on-site health services including: <ul style="list-style-type: none"> <li>• first aid-trained persons available on site at all times</li> <li>• casualty rooms for first aid treatment;</li> <li>• making first aid kits, trauma packs and Ensham’s Ambulance available</li> <li>• EAP provider</li> <li>• promotion of access to telehealth services</li> <li>• maintain COVID-19 or applicable relevant provisions as directed by Queensland Health</li> </ul>	Support the health and well-being of Project personnel by maintaining Ensham Mine’s current on-site health and recreation services	Project personnel, Queensland Health	From commencement of Project activities, for the life of the Project	Work health and safety records, reported in accordance with Workplace Health and Safety requirements
	<ul style="list-style-type: none"> <li>• Investigate the availability of ‘Mates in Mining’ or similar training and awareness courses and make such a course available to Project personnel</li> </ul>	Awareness of mental health issues and strategies to maintain health	Project personnel	During the first year of Project activities, and ongoing as determined in consultation with personnel	HR records, reported in Year 1 SIMR
Stress/mental health of impacted and/or nearby landowners	<ul style="list-style-type: none"> <li>• Maintain engagement with landowners throughout the life of the Project to ensure they aware of Project progress, can efficiently communicate about any issues of concern, and can participate in engagement towards the development of the Project’s progressive rehabilitation plan</li> </ul>	Open and accessible communication which supports cooperative relationships between landowners and the Project	Directly affected and adjacent landowners	From commencement of Project activities for the life of the Project	Stakeholder register, engagement record summary included in SIMRs



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Impact/benefit	Actions	Targets and outcomes sought	Stakeholders	Timeframes for implementation	Monitoring and reporting process
Access to natural resources (groundwater)	<ul style="list-style-type: none"> <li>Comply with the Water Act's underground water management framework including entering into make good agreements for any loss of access to water</li> <li>Maintain open lines of communication with nearby landowners that have bores to ensure any Project-related changes to groundwater access are identified and addressed</li> </ul>	Any groundwater drawdown is predicted and monitored to enable timely make-good arrangements	Landowners considered within the Project's groundwater monitoring framework	From commencement of Project activities for the life of the Project	UWIR process
Support for social infrastructure planning	<ul style="list-style-type: none"> <li>Share information on the Project's employee numbers and local and DIDO/FIFO percentages on request by CHRC, CHDC or Queensland Government agencies</li> </ul>	Council and Government agencies have sufficient information to support social infrastructure planning	CHRC, CHDC and Queensland Government agencies	From commencement of Project activities for the life of the Project	Recorded in stakeholder engagement register and reported as part of SIMRs
	<ul style="list-style-type: none"> <li>Update Council and Government agencies on changes to workforce numbers one year ahead of the ramp-down of underground mining and Ensham Mine's Closure</li> </ul>	Council and Government agencies can anticipate population changes	CHRC, CHDC, Queensland Health, Department of Education, DSDMIP, QPS, QAS and DCDD	One year prior to ramp down and Project closure	Recorded in Stakeholder engagement register and reported as part of SIMRs
Co-operation with emergency services	<ul style="list-style-type: none"> <li>Engage with QPS, QAS and QFES to review and if necessary revise the EMP prior to Project commencement</li> <li>Invite the engagement QPS, QAS and QFES in annual training exercises and major training exercises every 3-4 years</li> </ul>	QPS, QAS and QFES agree with proposed EMP provisions	QPS, QAS and QFES	Prior to commencement of Project activities for the life of the Project for the life of the Project	Recorded in stakeholder engagement register and reported as part of SIMRs



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Impact/benefit	Actions	Targets and outcomes sought	Stakeholders	Timeframes for implementation	Monitoring and reporting process
	<ul style="list-style-type: none"> <li>As part of annual training engagements, seek input into evaluation of the health and wellbeing plan's effectiveness,</li> <li>Involve Queensland Health in periodic SIMP reviews</li> </ul>				
Community investment	<ul style="list-style-type: none"> <li>Maintain provision of Ensham's Community Donations and Sponsorship program</li> <li>Review community investment priorities in cooperation with CHRC during the first year of Project activities and every five years to set priorities for community investment</li> </ul>	Demonstrated contributions to community programs, facilities and vents	CHRC, CHDC, community members and groups	Within 12 months of Project commencement and for the life of the Project	Recorded in stakeholder engagement register and reported as part of SIMRs
	<ul style="list-style-type: none"> <li>Engage with CHRC to identify and implement a partnership to support quality of life in Emerald and support its attractiveness as a place for people of all ages, in turn supporting attraction and retention of local residents</li> </ul>	Development and implementation of a partnership between Ensham and CHRC and demonstratable outcomes	CHRC, CHDC, community members and groups	Implemented to a timeframe agreed with CHRC	Recorded in stakeholder engagement register and reported as part of SIMRs

## 1.6 Local business and industry procurement plan

Negative social impacts on local business and industries as a result of the Project were not identified.

This section outlines the local business and industry procurement management measures that will apply to the Project.

### 1.6.1 Objectives and KPIs

The objectives and KPIs for local business and industry participation in the supply chain are shown in Table 10.

**Table 10: Local Business and Industry objectives and KPIs**

Objectives	KPIs
Maximise local awareness of the Project's supply opportunities and build relationships with local businesses	<ul style="list-style-type: none"> <li>Local businesses have ongoing opportunities to supply the Project</li> </ul>
Provide the framework for full, fair, and reasonable opportunity for local, regional and Indigenous businesses to participate in the supply chain	<ul style="list-style-type: none"> <li>Queensland Resources and Energy Sector Code of Practice for Local Content 2013 compliance as demonstrated through provision of annual reporting data to QRC</li> </ul>
Encourage Indigenous business participation in the supply chain	<ul style="list-style-type: none"> <li>Indigenous businesses in Central Queensland are aware of Project opportunities and encouraged to tender for supply opportunities</li> </ul>
Contribute to capacity building through cooperation with local business and industry networks	<ul style="list-style-type: none"> <li>Ensham will support and participate in local business and industry networks aiming to build capacity</li> </ul>

### 1.6.2 Procurement strategies

Ensham Mine has an established supplier network which currently includes 364 businesses based in the Central Highlands LGA which are available will be utilised by the Project. This will continue the current benefits of Ensham Mine's supply arrangements.

*The Queensland Resources and Energy Sector Code of Practice for Local Content 2013 (QRC Local Content Code)* provides the framework for involving local and regional businesses in resource industry supply chains. Under the Code, resource and energy companies are encouraged to:

- adopt the principle of 'full, fair and reasonable' opportunity for capable local businesses to participate and implement an associated delivery framework;
- complete a Code Industry Report (CIR) annually to assist the QRC in completing the annual Code Effectiveness Report; and
- participate in annual forums and/or the QRC's Local Content Working Group which aim to monitor and make improvements to the Code.
- As defined by the QRC Local Content Code, principles for 'full', 'fair', and 'reasonable' include:
- Full opportunity: Local industry has the same opportunity as other potential suppliers to participate;
- Fair opportunity: Local industry is provided the same opportunity as other potential suppliers
- to compete for investment projects and other market-based contracts on an equal and transparent basis; and
- Reasonable opportunity: Tenders are free from any unreasonable specifications or requirements that could rule out local industry and are structured in such a way as to provide local industry with the opportunity to participate.

The Project will comply with the QRC Local Content Code and will also address the principles of the Australian Industry Participation Framework (AIPF), including submission of an Australian Industry Participation Plan (AIPP). Importantly, the AIPF and the Code's definition of 'local industry' refers to Australian and New Zealand businesses. However, the QRC guideline and practice guidance acknowledge that companies may choose to adopt a more regionally focused definition to align with their local content strategies. For the purposes of the Project's procurement, Ensham will focus and report on tiered levels for supplier participation at the following levels:

- Local community: referring to spend within the Central Highlands LGA;
- Region: referring to spend in the Central Queensland region;
- State: referring to spend within the State of Queensland; and
- National / ANZ: referring to spend within Australia and New Zealand.

Actions as part of the Project's procurement strategies will include:

- meeting with CHDC to identify additional local suppliers who could be provided with information about Project supply opportunities;
- maintaining a Local Business Register;
- promoting tendering opportunities via the Local Businesses Register and the Project's website, with a link to company procurement procedures;
- consulting with CHCS and CHRC as leading agencies for social enterprise development to identify the potential for social enterprises to contribute to the Project's supply chain;
- tracking procurement expenditure in the Central Highlands and Central Queensland regions; and
- completing a Code Industry Report (CIR) annually to assist the QRC in completing the annual Code Effectiveness Report.

The Project will review its procurement strategies in the six months prior to commencement of Project operations to ensure fitness for purpose against the QRC Local Content Code.

Ensham will also access the QLCLN's better practice guide for resource industry local content produced during 2020 and incorporate relevant provisions in its procurement process.

As part of regular review of its procurement guidelines and frameworks, Ensham will review its local business and industry procurement strategies, including the scope of the Local Business Register, the number of businesses participating and any gaps against the Project's procurement requirements, to enable further targeting of local and regional businesses with capacity to supply the Project. Such a review will also be undertaken prior to the closure phase to identify local and regional businesses who can be invited to be involved in contracting opportunities, for example, decommissioning and of infrastructure and rehabilitation work.

### 1.6.3 Indigenous business participation

The Project will aim to increase the number of Indigenous businesses in Ensham's supply chain. Indigenous businesses located in the Central Queensland region will be:

- identified through DSDSATSIP's Deadly Directory;
- encouraged to provide information for the Project's Local Business Register; and
- invited to business briefing sessions about supply opportunities, pre-qualification processes and tendering capability ahead of Project operation and as part of annual business briefings.

The Project will work with Traditional Owners and DSDSATSIP to identify business who could be invited to tender for contracts associated with Project closure, which would include demolition or dismantling of





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infrastructure, earthworks and rehabilitation works such as landscaping, soil and landscape restoration and reforestation.

An annual business procurement target of \$550,000 has been assessed for Aboriginal and Torres Strait Islander businesses, in relationship to the Project.

The actual business procurement for SIMR reporting purposes will include all Aboriginal and Torres Strait Islander business procurement at Ensham Resources operations.

Refer *Appendix 3 – Business Procurement target, in relation to the Project* for the details, justification and assumptions.

### 1.6.4 Capacity building

Ensham will provide annual briefings to local businesses on upcoming supply opportunities, in cooperation with CHDC, and will invite DESBT to attend to promote capacity building programs. This will enable businesses to plan for upcoming opportunities and address any gaps in capacity against Project requirements.

Ensham will join the QLCLN prior to Project commencement and actively participate in its activities. Ensham will also collaborate with the CHDC, to support the CHDC's networking opportunities for local business, community and industry.

The Project will continue the current benefits of Ensham Mine's supply arrangements.

### 1.6.5 Management measures

Table 11 provides the Project's actions, targets and outcomes, stakeholders, implementation timeframe and monitoring and reporting process



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**Table 11: Local business and industry procurement actions**

Impact/benefit	Actions	Targets and outcomes sought	Stakeholders	Timeframes for implementation	Monitoring and reporting process
Local supply opportunities	<ul style="list-style-type: none"> <li>Establish and maintain a Local Business Register and promote supply opportunities via the Register and Project website, with a link to company procurement procedures</li> </ul>	Maintenance and if possible, improvement of the number of local businesses supplying Ensham Mine’s underground operation	CHRC, CHDC, local and regional businesses	Six months prior to commencement of Project activities, and for life of project	Track procurement expenditure in the Central Highlands and Central Queensland regions, reported as part of Annual QRC Coal Industry Reports
	<ul style="list-style-type: none"> <li>Meet CHDC to identify additional local suppliers who could be provided with information about Project supply opportunities</li> </ul>	An increase in the range of Central Highlands LGA businesses supplying the Project, relative to current supply to Ensham’s approved underground operation	Local and regional businesses	2023	The outcomes of local supply strategies will be reported as part of the SIMR.
	<ul style="list-style-type: none"> <li>Review Ensham Mine’s procurement strategies to ensure fitness for Project purpose against the QRC Local Content Code and consideration of QLCLN’s better practice guide for resource industry local content</li> </ul>	Maintenance and if possible, an increase in Ensham underground operations’ expenditure with businesses within the Central Highlands and CQ regions	Local and regional businesses, QRC, QLCLN	Six months prior to commencement of Project activities	Regular review of procurement guidelines and frameworks, with any enhancements reported in the SIMRs
Opportunities for Indigenous businesses in	<ul style="list-style-type: none"> <li>Identify Indigenous businesses located in the Central Queensland region through DSDSATSIP’s Deadly Directory and consultation with Traditional Owners</li> </ul>	Inclusion of Indigenous businesses in the Local Business Register, working towards decreasing participation over time with change	DSDSATSIP, Indigenous businesses, Traditional owners, DESBT	Six months prior to commencement of Project activities	Review Local Business Register annually and report on number of Indigenous businesses engaged



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Impact/benefit	Actions	Targets and outcomes sought	Stakeholders	Timeframes for implementation	Monitoring and reporting process
	<ul style="list-style-type: none"> <li>Contact and encourage Indigenous businesses to provide information for the Project's Local Business Register</li> </ul>	Inclusion of Indigenous businesses in Ensham Mine's supply chain	Indigenous businesses, Traditional owners	Immediately prior to commencement of Project activities	Review Local Business Register annually and report on number of Indigenous businesses engaged
	<ul style="list-style-type: none"> <li>Invite Indigenous businesses to business briefing sessions which include information about capacity building programs</li> </ul>	Indigenous businesses are engaged in the Ensham Mine's supply chain throughout the Project life	DSDSATSIP, Indigenous businesses, Traditional owners, DESBT	Annually as part of local business briefings	Record and report Indigenous business participation as part of annual SIMRs
Social enterprise	<ul style="list-style-type: none"> <li>Consult with CHCS and CHRC to identify the potential for existing and emerging social enterprises in the Central Highlands LGA to contribute to the Project's supply chain and/or employment base, and also include social enterprises as a priority for community investment</li> </ul>	Social enterprises are supported to develop capacity to participate in the supply chain for mining projects, and encouraged to seek donations or investment from Ensham	CHRC, CHDC	Consultation to commence during 2023, promotion of sponsorship and donation opportunities during 2024 – 2026	Support for and involvement of social enterprises in the supply chain reported as part of the SIMR for the first three years of Project operation
Business capacity building	<ul style="list-style-type: none"> <li>Provide briefings to local businesses on upcoming supply opportunities and capacity building programs</li> </ul>	Local and Indigenous businesses are aware of Project opportunities and programs to support capacity building	CHDC, DESBT, local businesses	Annually during first three years of Project operations	Record and report participation as part of annual SIMRs



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Impact/benefit	Actions	Targets and outcomes sought	Stakeholders	Timeframes for implementation	Monitoring and reporting process
	<ul style="list-style-type: none"> <li>Join the QLCLN prior to Project commencement and actively participate in its activities</li> </ul>	Build and sustain relationships with businesses and cooperation with industry stakeholders	QLCLN members (business and industry), CHDC	From commencement of Project activities	Record and report participation as part of annual SIMRs
	<ul style="list-style-type: none"> <li>Partner with the CHDC</li> </ul>	Support CHDC's networking opportunities for local business, community and industry	CHDC, DESBT, local businesses	From commencement of Project activities	Report as part of Year 1 SIMR
Project closure opportunities	<ul style="list-style-type: none"> <li>Provide prior advice of the underground operations' completion to the local supply network (i.e. Local Business Register) and CHDC network</li> </ul>	Local businesses are aware of the cessation of supply opportunities	CHDC, local businesses	At least six months before the intended date of operations' completion	Record and report as part of relevant SIMR
	<ul style="list-style-type: none"> <li>In consultation with Traditional Owners and DSDSATSIP and as part of participation in business forums (e.g. events), identify local and regional businesses who can be invited to be tender for contracting opportunities for closure and rehabilitation</li> </ul>	Local businesses are aware of the cessation of supply opportunities	Indigenous businesses, Traditional owners, CHDC, QLCLN DESBT, DSDSATSIP	At least 12 months prior to the intended date of operations' completion	

## 1.7 Monitoring and reporting

This section describes the SIMP monitoring and reporting provisions for the Project.

### 1.7.1 Monitoring program

The preceding sub-plans each include KPIs and a monitoring and reporting process for each measure. As described in the sub-plans, the Project will implement:

- a Stakeholder Engagement Register to support monitoring of engagement activities and outcomes;
- a Local Business Register to support monitoring of local and Indigenous businesses' participation in the supply chain;
- Human Resources records identifying the number and percentage of local personnel (Central Highlands residents), female personnel, Indigenous personnel (with the consent of these personnel), and personnel under 25 years, to support the provision of information to stakeholders;
- a Complaints Register to track complaints and their resolution;
- consultative arrangements with CHRC, CHDC, directly affected and adjacent landowners, and landowners whose groundwater bores may be subject to drawdown, to regularly review the effectiveness of SIMP measures; and
- engagement with the QPS, QAS and QFES, to a schedule agreed them as part of the EMP review, to seek their input into evaluation of the SIMP's effectiveness; and
- provide QRC Local Content Code Industry Reports and AIP Reports to the relevant authorities on an annual basis.

Progress against the KPIs and the targets and outcomes detailed in Tables 3, 5, 7, 9 and 11 will be monitored by the General Manager Operations or their delegate on a six monthly basis, and will be reported as part of the Project's SIMRs (see Section 1.7.2).

If progress towards targets and outcomes is not positive, the relevant management measures will be reviewed and may need to be revised to improve the outcomes. This would occur as part of annual SIMP reviews, with any updates to management measures as the result of monitoring and engagement results noted as part of the SIMR.

The Project will have positive or neutral effects on social indicators such as employment levels, housing affordability and population stability. Adverse impacts on social indicators such as housing access, social infrastructure access, labour availability, population characteristics or community health indicators were not identified. As such, monitoring of social indicators is not proposed.

### 1.7.2 Review and reporting process

The SIMP will be reviewed annually during the first five years of Project operations, and updated as indicated by monitoring data, including stakeholder feedback.

A SIMR will be provided at the end of Year 1 of Project operations, and thereafter annually for the first five (5) years of operations in accordance with Condition 7(a).

Preparation of SIMRs will include:

- a review of the implementation status of actions and outcomes identified in the SIMP;
- a review of progress towards targets and outcomes specified in Tables 3, 5, 7, 9 and 11 to identify the effectiveness of SIMP measures and any areas where SIMP measures were not wholly effective and required amendments to SIMP measures; and



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- consultation with CHRC, CHDC, QPS, Queensland Health, directly affected and adjacent landowners and the Western Kangoulu People, to identify the effectiveness of SIMP strategies, and any changes that need to be made to the SIMP to ensure ongoing effectiveness.



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### References

Gordon Geotechniques (2020). Subsidence report for the Ensham Life of Mine Extension Project. Provided by AECOM.

Ensham IMS. EIMP 07.00.01 Stakeholder Engagement Plan (for the PRCP)

## Appendix 1 - Engagement activities since the Coordinator-General’s evaluation report on the social impact assessment dated October 2021

### Background

The Ensham Life of Mine Extension Project comprises three Zones

- Zone 1 (MLA 700061) which is non company owned land
- Zone 2 within existing mining lease area on company owned land
- Zone 3 within existing mining lease area on company owned land

Each of these zones are contiguous with the current mining operation and will be accessed seamlessly over time as part of the existing mining operation, as it progresses west.

As such the engagement and communications with stakeholders is, in most cases, fully integrated into the routine communications which Ensham undertakes with its existing stakeholders. Project specific stakeholder engagements and communications have been undertaken where relevant.

The following table provides an overview of key stakeholder engagement since October 2021.

The outcome for all stakeholders is to continue engagement in line with the SIMP.

Key Stakeholder	Date or Period	Details
CHRC/CHDC	Quarterly	Ensham regularly attended quarterly updates with the Council and Development Corporation and provided general mine updates
Mine site personnel	Quarterly	“State of the Nation” mine site personnel (employees and contractors) were provided with detailed updates on the mining operation and projects
Aboriginal groups	22 Nov 2021 11 July 2022 21 July 2022 29 August 2022	There were a variety of contacts and engagements with Aboriginal groups ranging from meetings in Rockhampton where an Ensham LOME Project update was provided, and invitations were extended to meet on country specifically to discuss Project updates
CHRC/CHDC procurement forum	2022	Focus on local/regional procurement strategies
DSDSATSIP	1 Nov 2022	General discussion about ATSI employment and procurement. A copy of the DSDSATSIP ‘Deadly Directory’ was provided as part of the discussion
DSDSATSIP	23 Nov 2022	Ensham site visit by DSDSATSIP personnel
DSDSATSIP / OCG	28 Mar 2023	Engagement with DSDSATSIP in regard OCG Conditions ATSI employment and procurement
DSDSATSIP / OCG	14 Apr 2023	Engagement with DSDSATSIP in regard OCG Conditions ATSI employment and procurement
DES	2022 / 2023	Extensive consultation with DES throughout the Project approval process





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Landholders including landowners, lessee's, State and Local Government	2022 / 2023	There was extensive engagement with landholders particularly in regard land compensation negotiations over the period. These engagements included meetings, discussions and site visits on landholder properties which included Project updates through all phases of the project to date
Donation & sponsorship recipients	2022 / 2023	Ensham continued its support of regional groups through its donation and sponsorship activities which included schools, sporting groups, arts & craft groups, show society and youth groups, amongst others

## Appendix 2 - Employment target, in relation to the Project

Ensham will develop a staged approach to achieve a planned long term employment target of 5% of Ensham's FTE workforce employed, in relation to people who identify as Aboriginal and Torres Strait Islander.

The actual employment calculation for SIMR reporting purposes will include all Aboriginal and Torres Strait Islander FTE employment at Ensham Resources operations, including Ensham employees, its contractors and service providers.

### Justification for the staged target

- Ensham has an established and stable workforce with a relatively low turnover rate, which over the past year has had a rolling 12 month median of 5.3% (low of 3.68% and high of 6.48%).
- The Ensham Life of Mine Extension Project will utilise the existing workforce and will not require the recruitment of any additional personnel.
- Variations of future Ensham employment changes and opportunities will primarily come from:
  - the recruitment of personnel to replace turnover within the existing Ensham workforce
  - Ensham site contractors and service providers who replace personnel due to turnover within their businesses
  - new to site contractor and service providers personnel as existing contracts are completed; and new contracts are implemented
- Assumptions
  1. the rolling 12 month median turnover of 5.3% (32 people) is applied to the projected Ensham FTE (full time equivalent workforce) of 603 people
  2. new to site employment of Aboriginal and Torres Strait Islander people commences at 2 per year for the first 3 years, increasing to 4 per year thereafter
  3. a planned long term Aboriginal and Torres Strait Islander employment target of 5% of Ensham's FTE workforce employed is achieved by year 10
  4. Ensham will adopt a site wide approach in targeting Aboriginal and Torres Strait Islander employment opportunities
  5. Ensham will review the Aboriginal and Torres Strait Islander employment target annually and will adjust, either increasing or decreasing the proposed new to site employment goals, dependent on the operational environment factors which impact employment, including but not limited to turnover rates, business activities and the general employment market

## Appendix 3 – Business Procurement target, in relation to the Project

A \$550,000 annual business procurement target for Aboriginal and Torres Strait Islander, in relationship to the Project.

The actual business procurement for SIMR reporting purposes will include all Aboriginal and Torres Strait Islander business procurement at Ensham Resources operations.

Ensham is committed to engaging with Aboriginal and Torres Strait Islander businesses including using the DSDSAT SIP provided “Deadly Directory” as a potential source of relevant businesses.

Justification for the \$550,000 annual target

- The Project represents approximately 55% of the production capacity over the life of the Project
- Ensham’s estimated local Central Highlands LGA average business spend related to the Project (excluding major contractors/service providers) is approximately \$20M per annum, based on the last 2 years of spend data
- The Project represents 55% of the total \$20M spend or \$11M per annum
- The target is based on Aboriginal and Torres Strait Islander business procurement achieving 5% of the \$11M pr annum
- Assumptions
  1. Ensham will adopt a site wide approach in targeting Aboriginal and Torres Strait Islander business procurement opportunities
  2. Ensham will review the Aboriginal and Torres Strait Islander business procurement target annually and will adjust, either increasing or decreasing the proposed business procurement target, dependent on the operational environment factors which impact business procurement at the time, including but not limited to business activities and the general business procurement market