
Social Impact Management Report

Ensham Life of Mine Extension Project SIMP: Annual Review and Report

Prepared for Ensham Resources Pty Ltd
29 September 2025



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Table of Contents

1	Purpose	1
2	Background	1
2.1	Project site	1
2.2	Potentially affected communities	3
3	Status of Ensham LOM Extension	0
3.1	Workforce	0
3.1.1	Workforce profile	0
4	Scope	12
5	Reviewer	14
5.1	Responsibilities	14
5.2	Credentials	14
5.3	Declaration	14
6	Methodology	15
6.1	Documentation	15
6.2	Stakeholder interviews	16
7	Review of social impact management plan	18
7.1	Community and stakeholder engagement (CSE)	18
7.1.1	Summary of findings	18
7.1.2	Remedy work plan	21
7.1.3	SIMP objectives and KPIs	25
7.2	Workforce management	31
7.2.1	Summary of findings	31
7.2.2	Remedy work plan	34
7.2.3	Objectives and KPIs	37
7.3	Housing and accommodation management	42
7.3.1	Summary of findings	42
7.3.2	Remedy work plan	43
7.3.3	Objectives and KPIs	44
7.4	Health and community wellbeing	46
7.4.1	Summary of findings	46
7.4.2	Remedy work plan	49
7.4.3	SIMP Objectives and KPIs	52
7.5	Local business and industry procurement	56
7.5.1	Summary of findings	56
7.5.2	Remedy work plan	58
7.5.3	SIMP objectives and KPIs	60

1 Purpose

To identify:

- the effectiveness of Social Impact Management Plan (SIMP) measures
- any areas where SIMP measures were not wholly effective
- amendments to SIMP measures where required.

2 Background

Ensham Mine is an existing open-cut and underground thermal coal mine located approximately 35 km east of Emerald within the Central Highlands local government area.

Ensham Resources Pty Ltd, a wholly owned subsidiary of Sungela Pty Ltd, operates the existing Ensham Mine on behalf of the proponent, Ensham Joint Venture. Idemitsu Australia were owners of the Ensham Mine at the time of the LOM Extension approval, ownership was transferred to Sungela Pty Ltd in July 2024. The Queensland Coordinator-General approved the extension of the Underground mining operations to the west within a new mining lease area to approximately 2037. An estimated 38 million tonnes of thermal coal would be produced over the life of the project.

2.1 Project site

The project site is located within the rural localities of Wyuna and Comet (Figure 1). The EIS describes the project site as three separate areas for the purposes of impact assessment:

- Zone 1 – a new mining lease area (MLA 700061 lodged 25 March 2020) extending to the north-west of the existing Ensham Mine, contained within the existing mineral development license (MDL) 217
- Zone 2 – an area to the north of the existing Ensham Mine within the approved mining lease (ML) 70326, ML 70365 and ML 7459
- Zone 3 – an area to the south of the existing Ensham Mine within approved mining leases ML 7459 and ML 70366.

Zone 1 is within an area of agricultural land use, while Zones 2 and 3 contain infrastructure that services the existing Ensham Mine operations.

The project site includes two freehold properties, Braylands and Chelbrook

properties located in Zone 1, and a minor stock route, which are directly impacted by the project, and four properties are adjacent to proposed impact area.

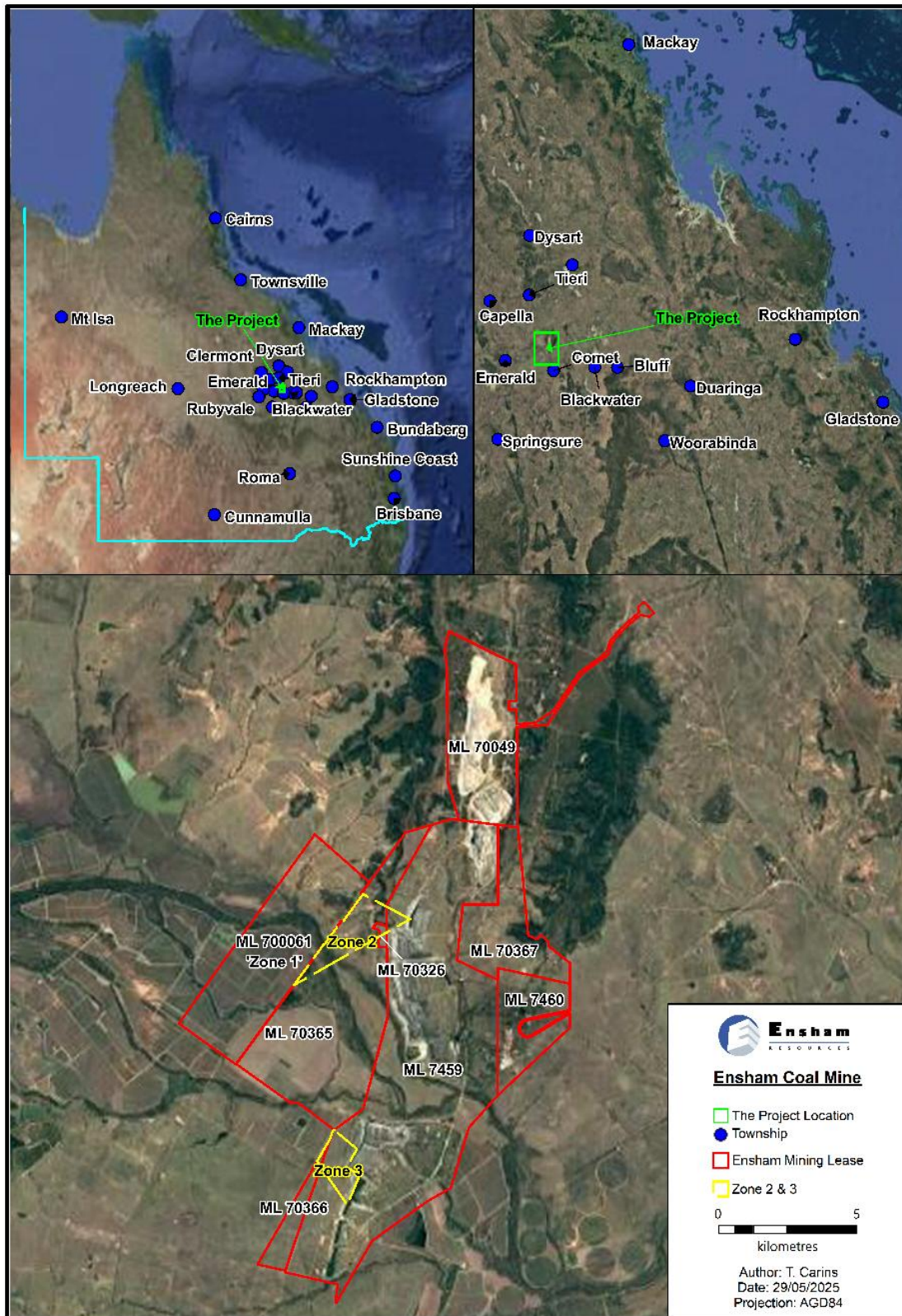


Figure 1 Project location

2.2 Potentially affected communities

The Office of the Coordinator General (OCG) has nominated 15 towns as nearby regional communities (NRC) for which the 100 per cent fly-in/fly-out (FIFO) prohibition and anti-discrimination provisions of the *Strong and Sustainable Resource Communities Act 2017* apply to the project's operational workforce:

- Blackwater
- Bluff
- Capella
- Clermont
- Comet
- Duaringa
- Dysart
- Emerald
- Middlemount
- Rubyvale
- Sapphire
- Springsure
- Tieri
- Willow Gemfields
- Woorabinda (OCG, 2021).

Figure 2 shows the location of NRC in relation to the Ensham Mine and the drive times to site.

Table 1 shows number of employees, direct employees and contractors including non full time equivalent (FTE) contractors (or adhoc labour) including non full time equivalent (FTE) contractors, residing in NRC in June 2023 and December 2024. Most of the workforce resided in Emerald, 271 (June 2023) and 190 (December 2024). There was an increase in direct employees who resided in NRC from 147 in 2023 to 171 in 2024 while the total employees who resided in NRC decreased from 301 in 2023 to 246 in 2024. The drive time to site for those residing in Emerald is approximately 43 minutes, while Comet and Blackwater take 26 and 50 minutes to site respectively. Drive times to site for all other NRC exceed one hour, ranging from 1 hour 17 minutes (Sapphire) to 2 hours 13 minutes (Dysart) as illustrated in Figure 2.

Table 1 NRC, employment 2023 and 2024

Worker location	June 2023			December 2024		
	Direct Employee	Contractor	Total	Direct Employee	Contractor	Total
Blackwater	2	10	12	5	16	21
Bluff	0	1	1	0	1	1
Capella	2	1	3	1	6	7
Clermont	1	1	2	1	5	6
Comet	3	4	7	4	5	9
Duaringa	0	0	0	0	0	0
Dysart	0	0	0	0	1	1
Emerald	136	135	271	157	33	190
Middlemount	0	0	0	1	2	3
Rubyvale	2	0	2	2	0	2
Sapphire	0	0	0	0	2	2
Springsure	1	2	3	0	3	3
Tieri	0	0	0	0	1	1
Willow Gemfields	0	0	0	0	0	0
Woorabinda	0	0	0	0	0	0
TOTAL	147	154	301	171	75	246

For a detailed breakdown of the entire workforce headcount and the number of FTE workers see Section 3.1.

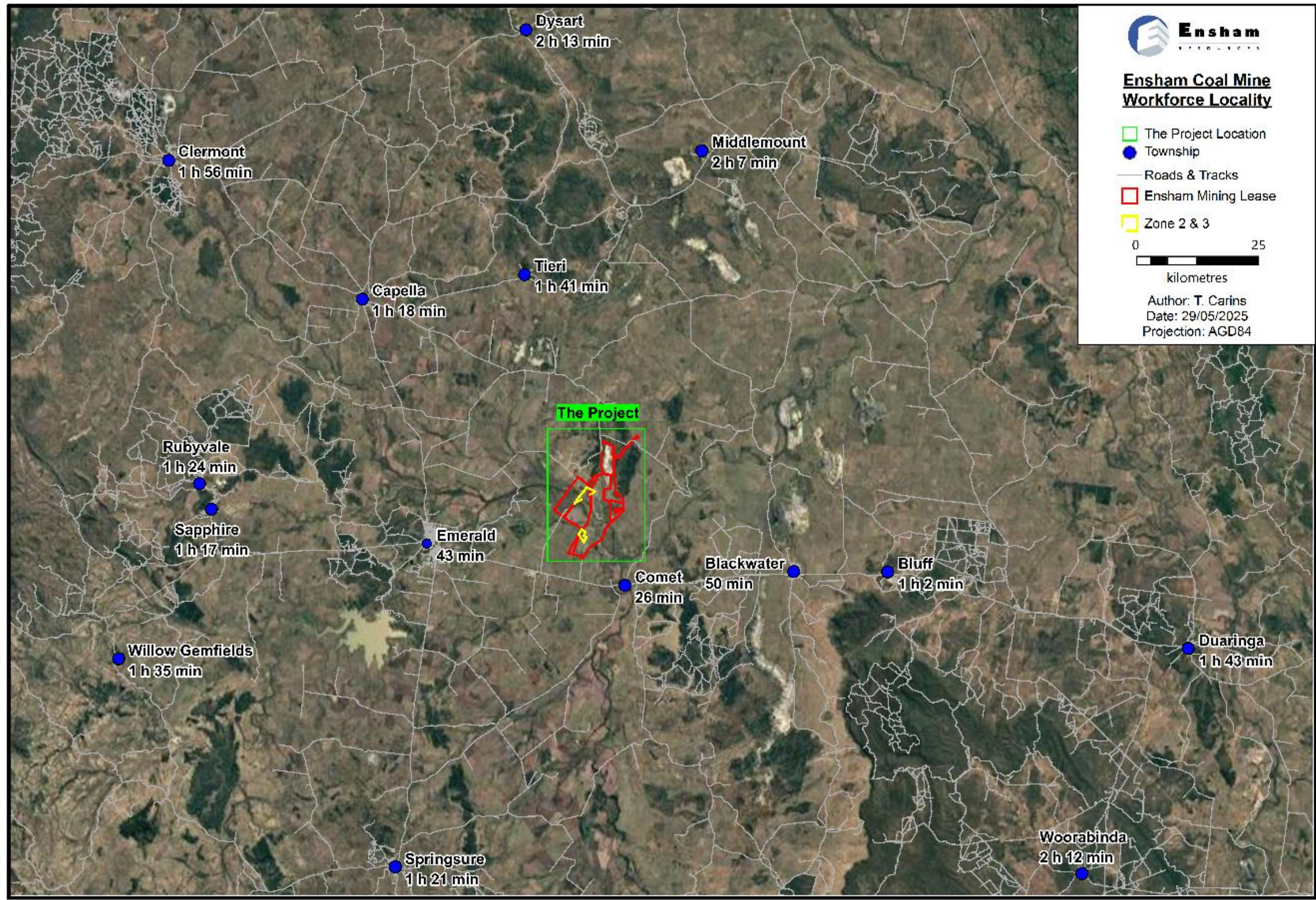


Figure 2 NRC, including drive times.

3 Status of Ensham LOM Extension

The open cut dragline mine commenced in 1993 and ceased in April 2022. However, sporadic open cut mining opportunities occurred between April 2022 and 2023 when coal extraction was finalised.

Between 2011 and 2023, Ensham produced from both open cut and underground mining operations, with all coal mining now from the underground mine.

Ensham are in the process of obtaining final approval of the Mining Lease Application for MLA 700061 (Zone 1) to further extend existing underground activities.

Approvals for Zones 2 and 3 have been fully granted, with underground operations commencing into Zone 2 in August 2023. Operations are yet to commence in Zone 1 and 3.

With no open cut mining activities occurring, the focus of the surface activities are to support the operation of the underground mine, coal handling plant and train load out, alongside facilitate rehabilitation of historical open cut pit disturbance in alignment with the approved Progressive Rehabilitation and Closure Plan (PRCP).

3.1 Workforce

This section provides a snapshot of the Ensham Mine workforce from June 2023 to December 2024. As activities related to the LOM Extension have been restricted to Zone 2, this data will provide a baseline context for future reporting against the SIMP as they relate to Zones 1 and 3.

3.1.1 Workforce profile

As at December 2023 there were a total of 688 FTE of which 377 (55%) were direct employees, and 311 (45%) contractors. As at December 2024 there were 643 FTE of which 428 (67%) were direct employees and 215 (33%) were contractors. FTE workforce data (see Table 2).

In June 2023, 662 (76%) of the workforce resided in Queensland (39% in NRC and 57% rest of Queensland) and 26 (4%) resided interstate 2024 (see Table 2).

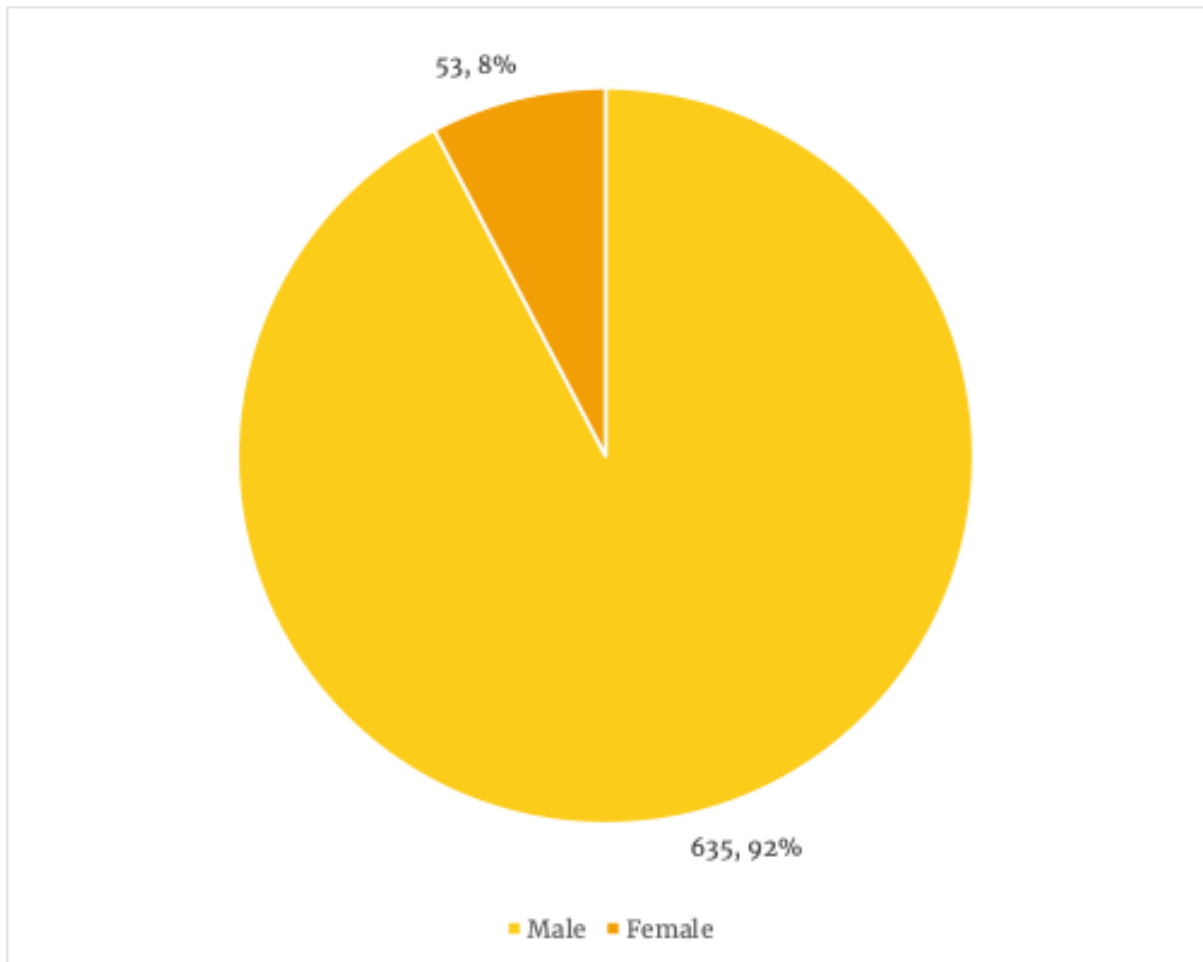
In 2024, 591 (92%) of the workforce resided in Queensland of which 246 (42%) resided in NRC and 345 (58%) in the rest of Queensland. Only and 52 (48%) resided interstate 2024 (see Table 2).

A full breakdown of the location of the workforce is provided in Table 2.

Table 2 FTE Workforce by location, June 2023 and December 2024

Worker location	June 2023			December 2024		
	Direct Employee	Contractor	Total	Direct Employee	Contractor	Total
Blackwater	2	10	12	5	16	21
Bluff	0	1	1	0	1	1
Capella	2	1	3	1	6	7
Clermont	1	1	2	1	5	6
Comet	3	4	7	4	5	9
Duaringa	0	0	0	0	0	0
Dysart	0	0	0	0	1	1
Emerald	136	135	271	157	33	327
Middlemount	0	0	0	1	2	3
Rubyvale	2	0	2	2	0	2
Sapphire	0	0	0	0	2	2
Springsure	1	2	3	0	3	3
Tieri	0	0	0	0	1	1
Willow Gemfields	0	0	0	0	0	0
Woorabinda	0	0	0	0	0	0
NRC	147	154	301	171	75	246
Mackay	5	6	11	4	37	41
Rockhampton	27	12	39	21	29	50
Gladstone	0	3	3	0	3	3
Elsewhere in Queensland	177	131	308	217	37	251
Interstate	21	5	26	18	34	52
Overseas	0		0	0	0	0
TOTAL	377	311	688	431	215	643

As at June 2023 there were 53 or 8% females and 635 or 92% males employed by the Ensham mine (direct employees) (Error! Reference source not found.).

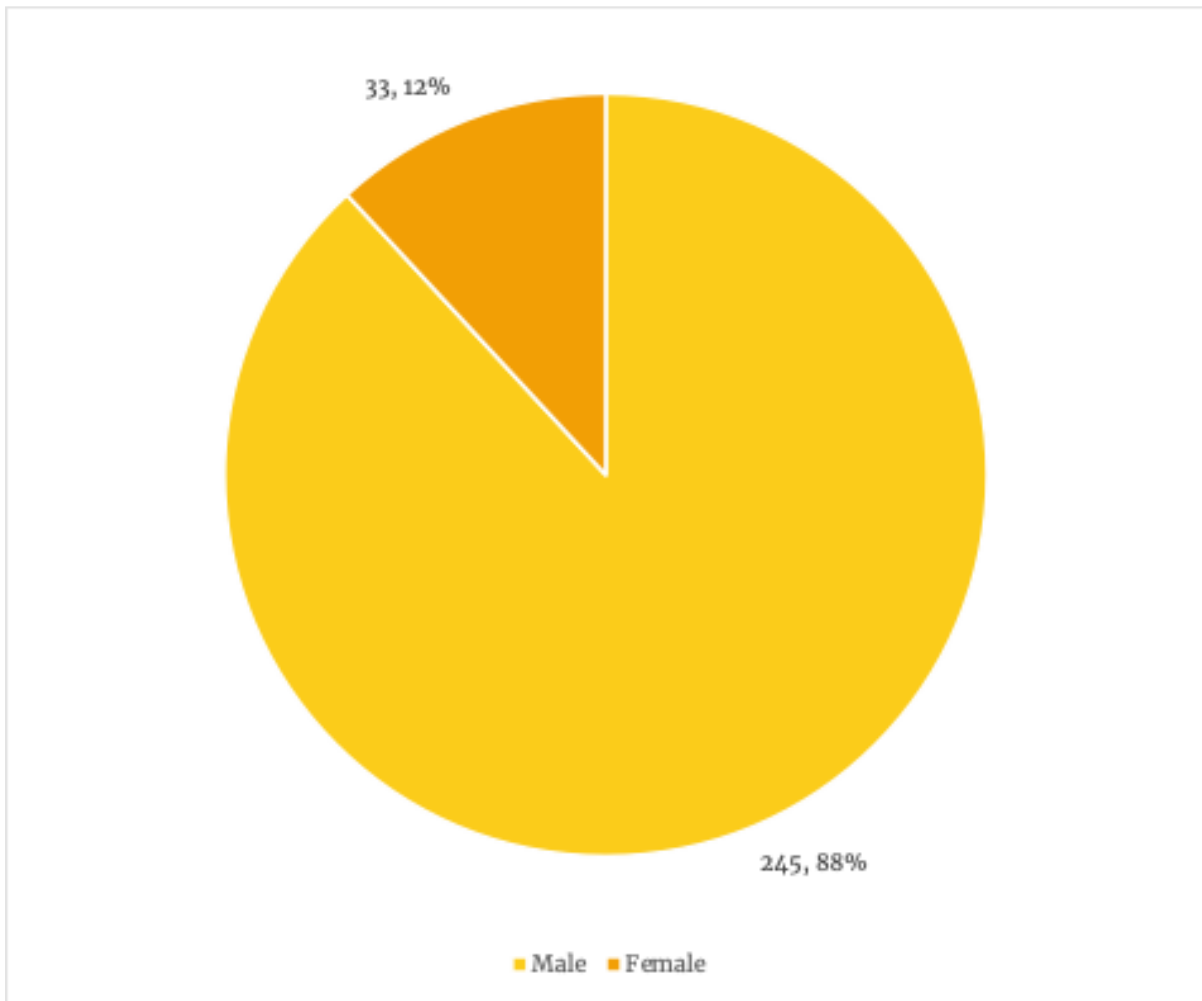


Note: Data for contractors by sex not available in 2023

Figure 3 Workforce (direct employees) by sex, June 2023

As at June 2023 there were 33 or 12% females and 245 or 88% males employed by the Ensham mine (direct employees) who resided in Emerald and Comet (Note: Data for contractors by sex not available in 2023

Figure 4).



Note: Data for contractors by sex not available in 2023

Figure 4 Workforce Residing in Emerald and Comet (direct employees) by sex, June 2023

As at December 2024 there were a total of 97 or 15% females and 546 or 85% males employed by the Ensham mine (direct employees and contractors) (Figure 5).

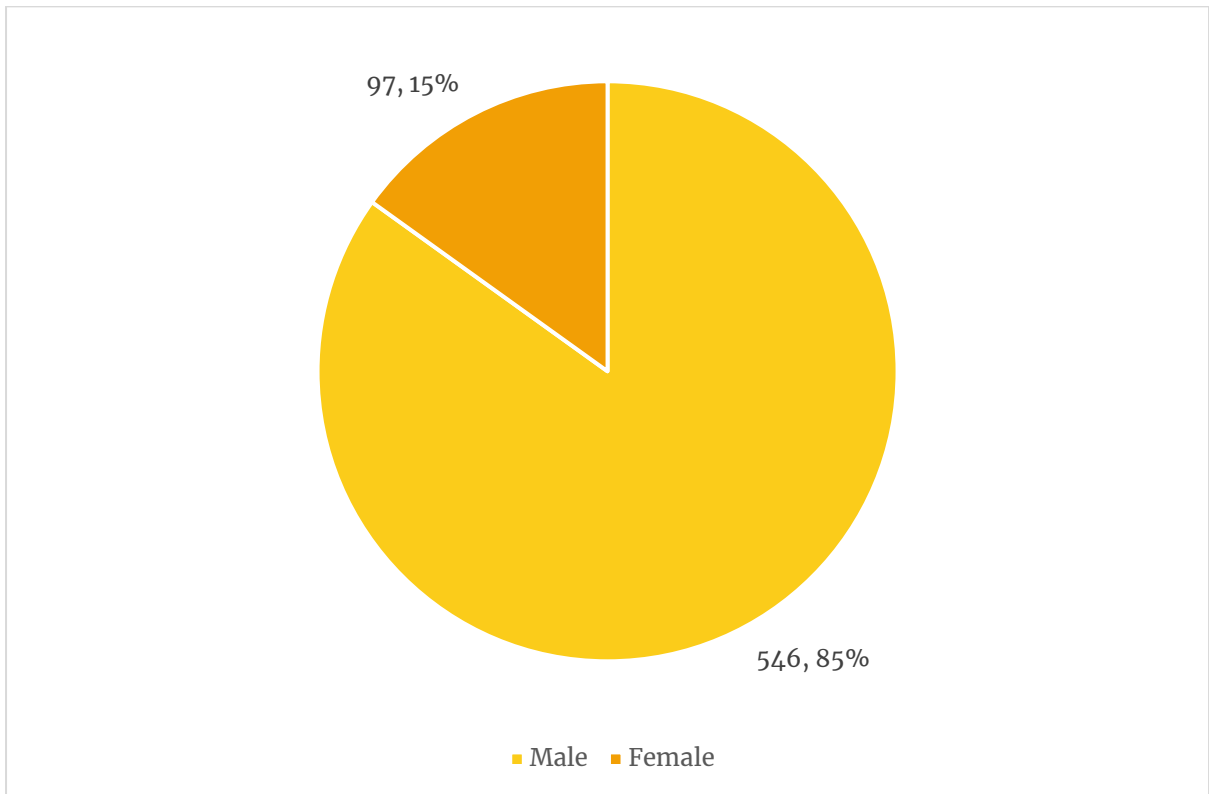


Figure 5 Workforce (direct employees and contractors) by sex, December 2024

As at December 2024 there were a total of 62 or 31% females and 137 or 69% males employed by the Ensham mine who resided in Emerald and Comet (direct employees and contractors) (Figure 6).

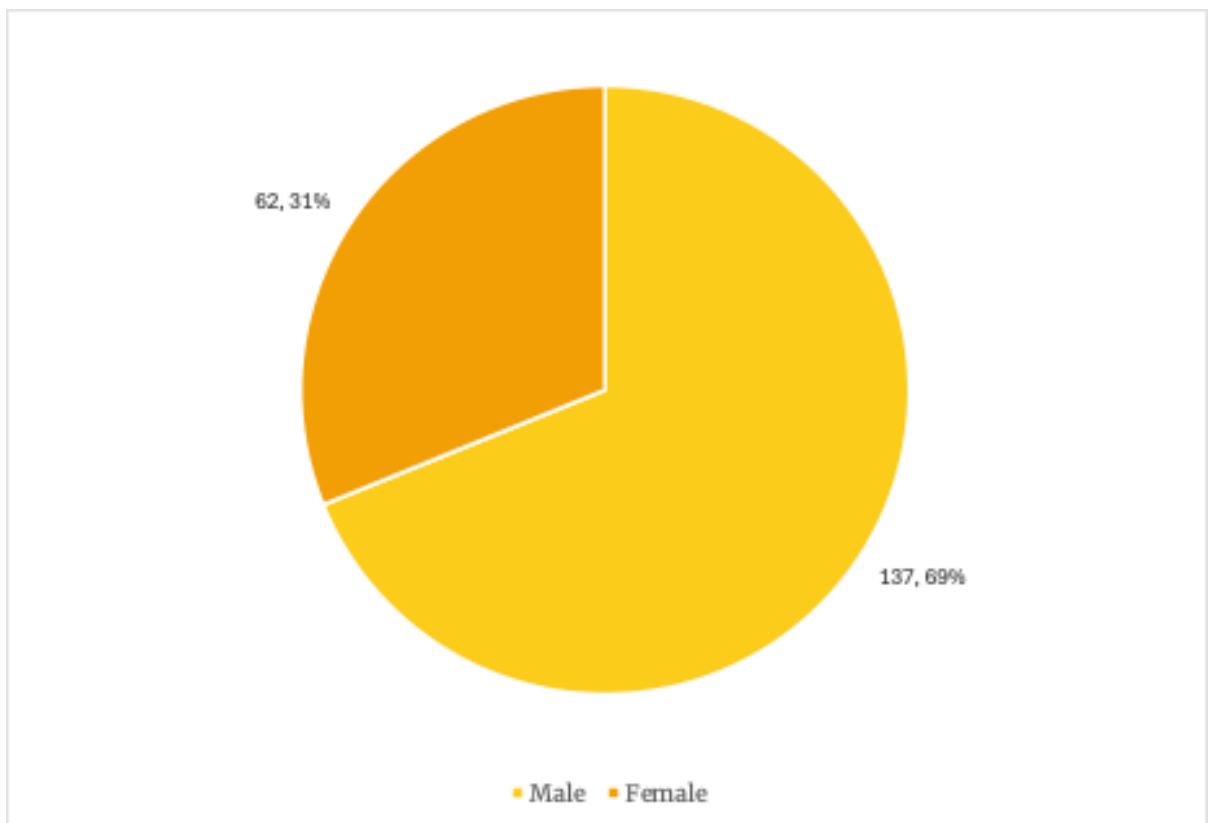
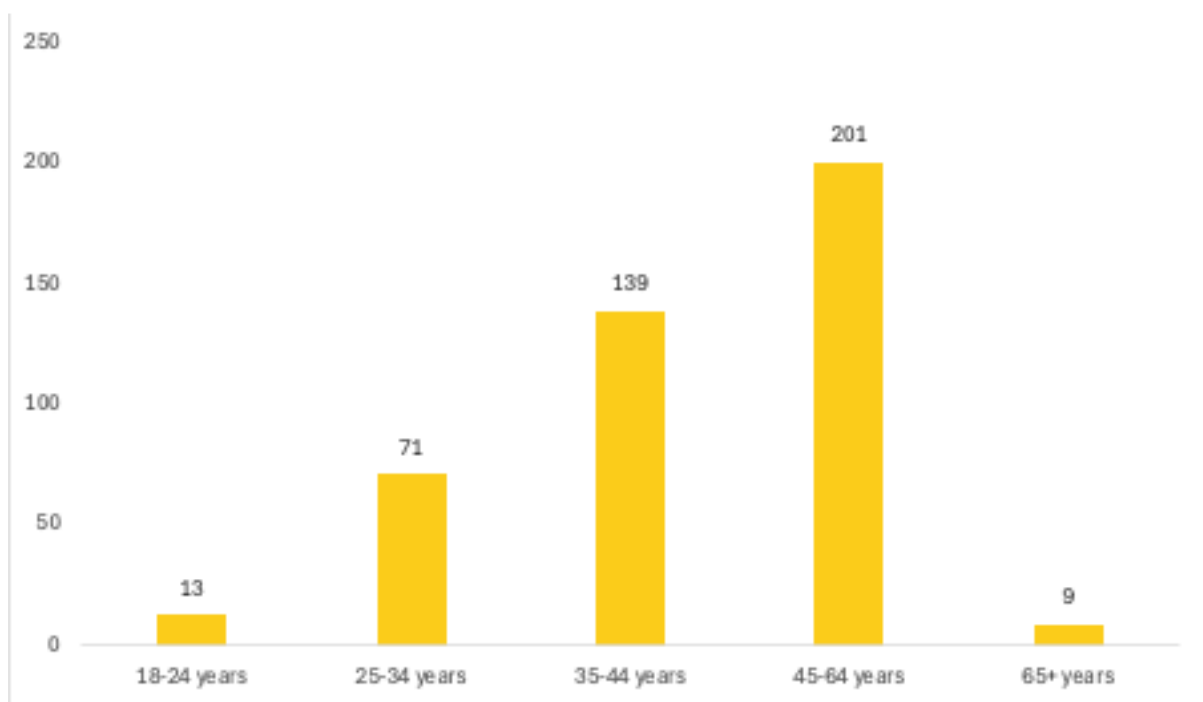


Figure 6 Workforce (direct employees and contractors) Residing in Emerald and Comet by sex, December 2024

Ensham Mine had a mature workforce with the average age of the workforce (direct employee) was 45 in June 2023 and 44 in December 2024.

As at June 2024 there were 340 workers aged 25 – 64 years compared to those aged 18 – 24 or under and 65+. Those aged 18 – 24 years (13) and 65+ (9) are the smallest proportion of the workforce (Figure 7). The transition to renewables has seen changes to the career preferences among Millennials and Zoomers who prioritise social and environmental purpose when choosing jobs “with 64% considering a company’s social and environmental commitments before employment” (Goodman & Councils, 2021). As such, underground mining is less likely to be attractive to those aged 18 – 24 years.



Note: Data is based on Ensham Mine direct workforce and excludes contractors. Age-related data for other time periods not available.

Figure 7 Workforce (direct employees) age distribution

3.1.1.1 June 2023

As at June 2023 there was a total workforce of 688, made up of 377 or 55% direct employees of Ensham mine and 311 or 45% contractors. Of the 688 employees 299

or 48% reside in CHRC area. Most of the workforce resided in Queensland (662 or 96%) of which 301 or 43% resided in NRC and 361 or 52% resided in Queensland excluding NRC (Mackay 1.6%, Rockhampton 5.7%, Gladstone 0.4% and elsewhere in Queensland 44.8%). Only 3.8% of the workforce resided interstate and none overseas. Of those who resided in NRC, Emerald was the place of usual residence for 271 or 90% of which 136 were direct employees and 135 contractors. This is illustrated in Figure 8 and Figure 9.

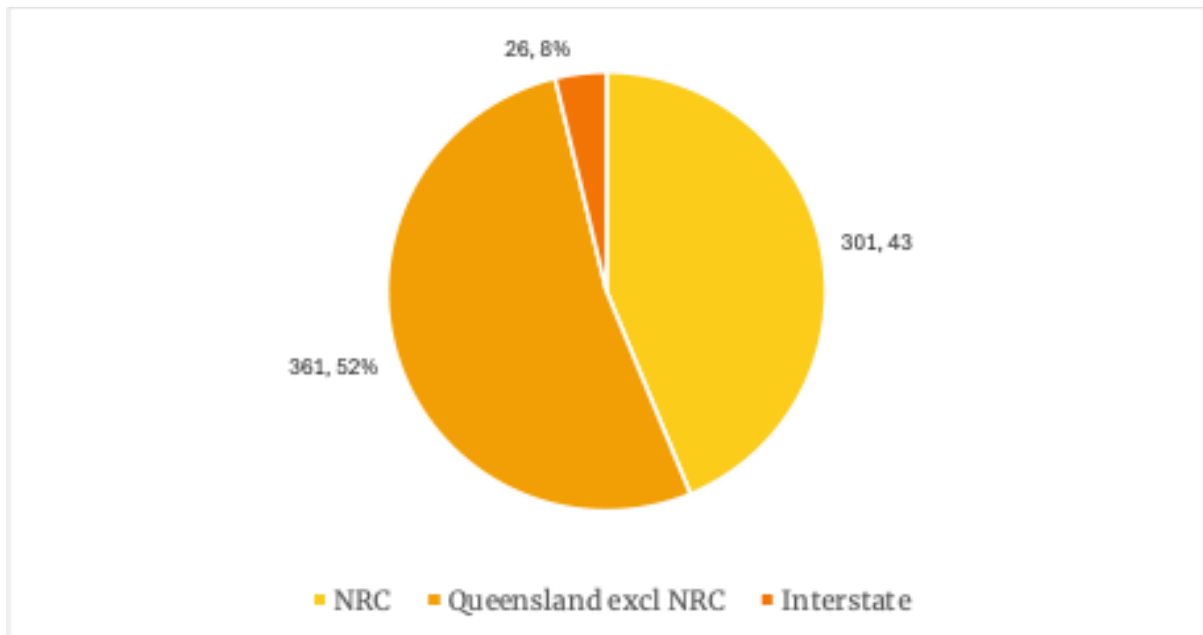


Figure 8 Workforce (employees and contractors) distribution, 2023

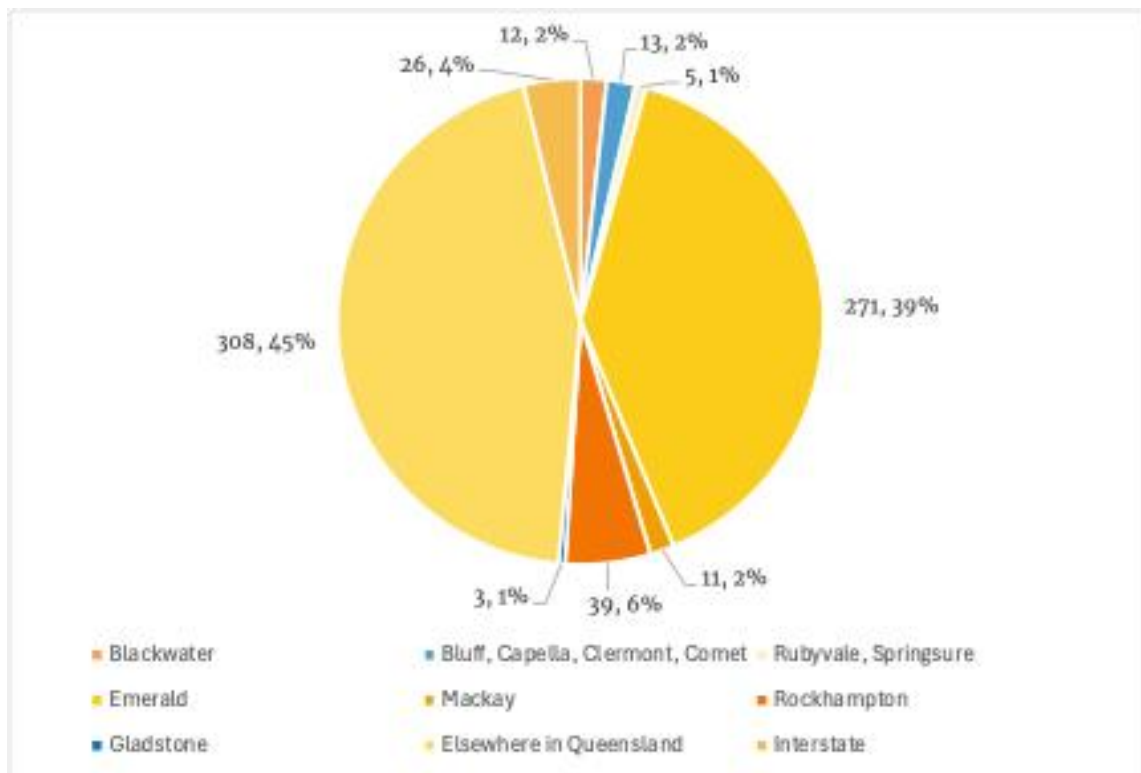


Figure 9 Workforce (employees and contractors) place of usual residence, June 2023

3.1.1.2 December 2024

As at December 2024 there was a total workforce (FTE) of 643, made up of 428 or 67% direct employees of Ensham mine and 215 or 33% contractors. Of the 643 workers 235 or 37% reside in CHRC area of which 169 or 72% are direct employees and 66 or 28% are contractors. Most employees resided in Queensland, 591 or 92% with 246 or 38% residing in NRC and 345 or 54% in Queensland excluding NRC (made up of Mackay 6%, Rockhampton 8%, Gladstone 1% and elsewhere in Queensland 39%). Only 8% of the workforce resided interstate and none overseas. Of the NRC, Emerald was the place of usual residence for 190 or 30% of which 157 were direct employees and 33 contractors (See Figure 10 and Figure 11).

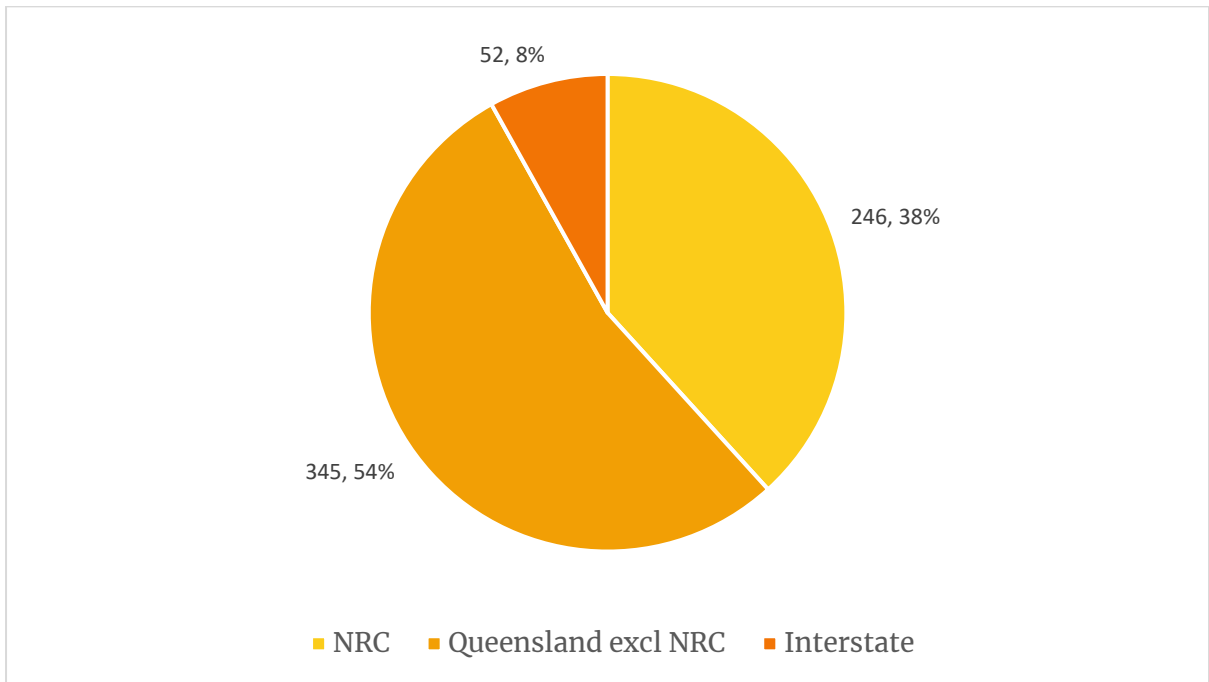


Figure 10 Workforce (employees and contractors) distribution, December 2024

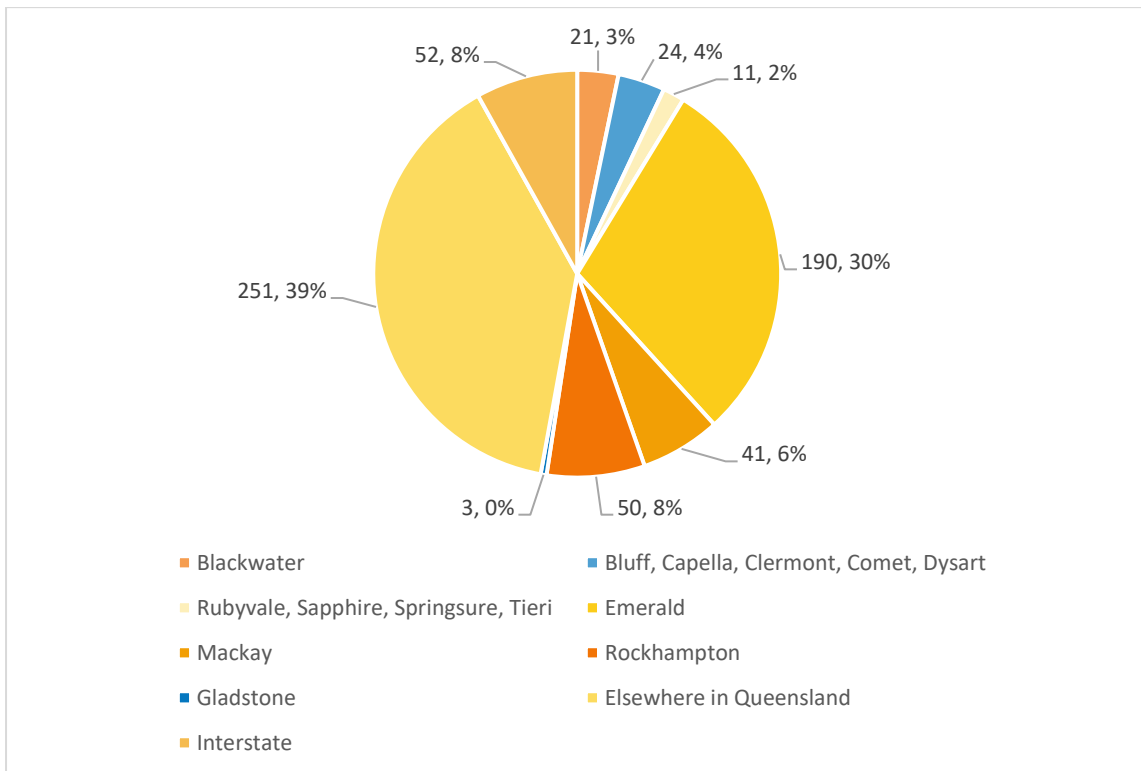


Figure 11 Workforce (employees and contractors) place of usual residence, December 2024

There are a total of 632 beds available at the worker’s village which is used by both direct employees and contractors.

Table 3 details the occupancy rates for both direct employees and contractors for the period June 2023 – December 2024. Total occupancy rates ranged from 48.6% in October 2024 to 59.0% in April 2024. As the workers village is not at capacity it allows for both direct employees and contractors residing the NRC and CHRC to use the village as required to avoid driving and manage fatigue in line with the HRP013 - Ensham Resources Commute and Local Transport Policy.

Table 3 Workers village occupancy rate, June 2023 – December 2024

Month	Total # Beds Available	Beds Occupied				# Beds vacant	Total Beds Occupied	
		Direct Employee Number	%	Contractor Number	%		Number	%
Jun-23	632	164	25.9%	131	20.7%	337	295	46.7%
Jul-23	632	167	26.4%	168	26.6%	297	335	53.0%
Aug-23	632	166	26.3%	156	24.7%	310	322	50.9%
Sep-23	632	160	25.3%	129	20.4%	343	289	45.7%
Oct-23	632	178	28.2%	166	26.3%	288	344	54.4%
Nov-23	632	175	27.7%	169	26.7%	288	344	54.4%
Dec-23	632	169	26.7%	147	23.3%	316	316	50.0%
Jan-24	632	177	28.0%	169	26.7%	286	346	54.7%
Feb-24	632	172	27.2%	166	26.3%	294	338	53.5%
Mar-24	632	166	26.3%	149	23.6%	317	315	49.8%
Apr-24	632	179	28.3%	194	30.7%	259	373	59.0%
May-24	632	174	27.5%	135	21.4%	323	309	48.9%
Jun-24	632	180	28.5%	134	21.2%	318	314	49.7%
Jul-24	632	179	28.3%	167	26.4%	286	346	54.7%
Aug-24	632	166	26.3%	127	20.1%	339	293	46.4%
Sep-24	632	181	28.6%	154	24.4%	297	335	53.0%
Oct-24	632	189	29.9%	118	18.7%	325	307	48.6%
Nov-24	632	188	29.7%	124	19.6%	320	312	49.4%
Dec-24	632	185	29.3%	151	23.9%	296	336	53.2%

Most of the total workforce (513 or 80%) rosters are an even-time over a week, fortnight or month 7 on 7 off day night shift rotating roster and the remainder are on a 5-day week or 9-day fortnight dayshift-only roster (Figure 12).

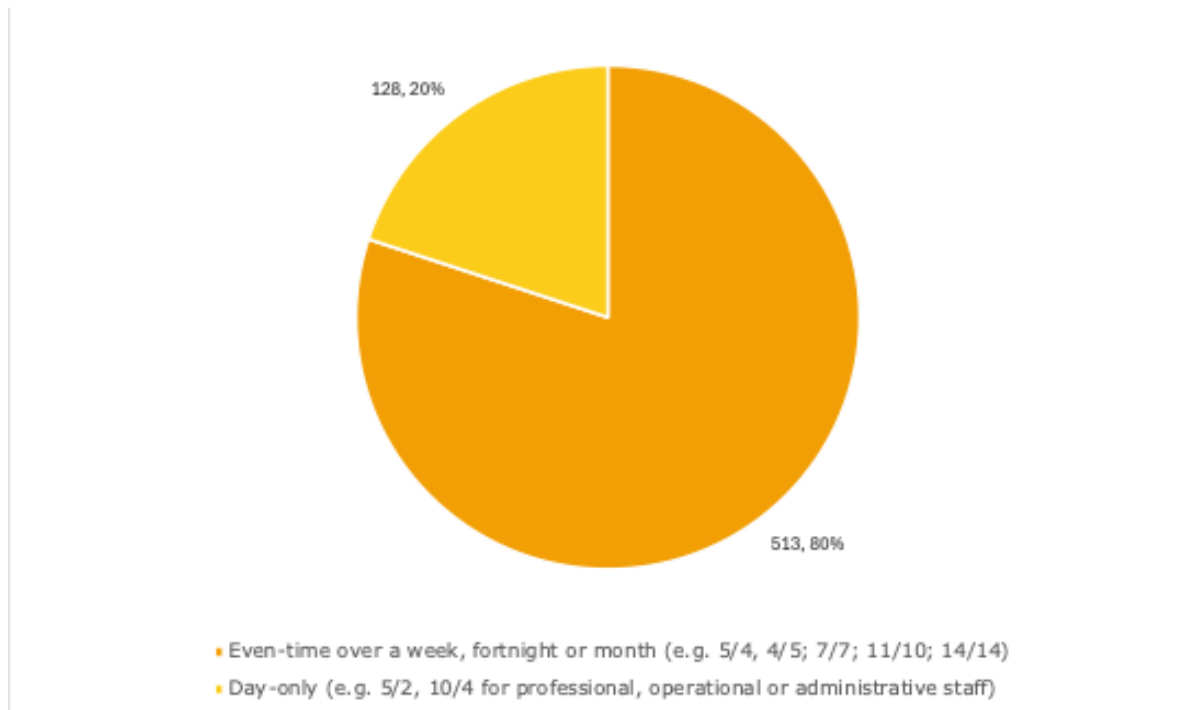


Figure 12 Worker rosters as at 30 June 2024

4 Scope

Ensham Joint Venture prepared a SIMP in May 2023 and as part of their conditions are required to provide an annual social impact management report (SIMR) to the Queensland Coordinator-General (OCG).

Compliance with Condition 7 in this report is shown in Table 4.

Table 4 Condition 7 Reporting on the implementation and effectiveness of SIMP

Objectives	Section
Community and stakeholder engagement	
• Identify Project stakeholders, their issues and information needs	Section 6.2
• Provide a clear forward program for engaging stakeholders	Section 7.1
• Maintain accessible and inclusive engagement processes	Section 7.1.1
• Ensure Project planning and delivery are informed by stakeholders' interests	Section 7.1.2
• Ensure engagement supports adaptive management of social impacts by identifying any ineffective management measures or unanticipated impacts and enabling corrective action	Section 7.1.3 Section 7.1.4
Workforce Management	
• Maintain or improve the percentage of Ensham Mine personnel who live in the Central Highlands region	Sectin 3 Section 7.2
• Maintain an appropriately skilled workforce including local residents, young people, women and Indigenous people	Section 7.2.1 Section 7.2.2
• Encourage new local operational personnel to settle in the Central Highlands LGA	Section 7.2.3 Section 7.2.4
• Maintain appropriate and respectful behaviour by all Project personnel	
• Support the health and well-being of workers	
Housing and accommodation	
• Support staff access to affordable housing	Section 7.3
• Ensure the availability of sufficient workforce accommodation rooms in the Ensham Mine Accommodation Facility for all non-local personnel	Section 7.3.1 Section 7.3.2 Section 7.3.3 Section 7.3.4
Health and community wellbeing	
• Support Project workers' health by providing access to onsite health services	Section 7.4
• Minimise the Project's potential to increase landowners' stress or anxiety	Section 7.4.1
• Support social infrastructure providers to plan for changes to demands as the result of Project changes	Section 7.4.2 Section 7.4.3
• Cooperation with QPS and emergency services to support effective emergency management	Section 7.4.4
• Make a positive contribution to community well-being in the CH LGA	
Local business and procurement	
• Maximise local awareness of the Projects supply opportunities and build relationships with local businesses	Section 7.5 Section 7.5.1
• Provide the framework for full, fair, and reasonable opportunity for local, regional and Indigenous businesses to participate in the supply chain	Section 7.5.2 Section 7.5.3
• Encourage Indigenous business participation in the supply chain	Section 7.5.4
• Contribute to capacity building through cooperation with local business and industry networks	

The preparation of this report was also prepared in alignment with Section 1.7.2 of

the SIMP which states the SIMR will include:

- a review of the implementation status of actions outcomes identified in the SIMP
- a review of progress towards targets and outcomes of the actions specified in:
 - Table 3 Community and stakeholder engagement
 - Table 5 Workforce management
 - Table 7 Housing and accommodation
 - Table 9 Health and community wellbeing, and
 - Table 11 Local business and industry procurement
- Consultation with:
 - Central Highlands Regional Council (CHRC)
 - Central Highlands Development Corporation (CHDC)
 - Queensland Police Service (QPS)
 - Queensland Ambulance Service (QAS)
 - Queensland Fire Service (QFS)
 - Queensland Heath (QH)
 - directly affected and adjacent landowners and
 - Western Kangoulu People
 - Garingbal and Kara Kara People

to identify the effectiveness of SIMP strategies, and any changes that need to be made to the SIMP to ensure ongoing effectiveness.

5 Reviewer

5.1 Responsibilities

- Provide an independent assessment of the implementation of the SIMP's actions
- Review SIMP indicators against the requirements outlined in the SIMP
- Seek input from key stakeholders and internal staff
- Make recommendations
- Prepare a SIMR.

5.2 Credentials

Andrea Kanaris, Social Impact Advisor & Director

Andrea is a Social Scientist / Social Planner with over 20 years' experience across corporate and government sectors.

She is an innovative, result-driven leader and facilitator of positive change and strategic direction. She has gained a broad range of expertise in providing government and corporate stakeholders advice on policy, program management, quality assurance, planning, sustainability and stakeholder engagement.

She has also provided contemporary strategic advice on social impact assessment, led and delivered policies and achieved quality stakeholder engagement outcomes.

- Masters Social Planning and Development (Post Graduate Diploma), University of Queensland (UQ)
 - Bachelor of Social Science – Community and International Development, UQ
 - Former Chair and Full Member Social Planning Chapter Queensland – Planning Institute Australia
 - Member International Association of Impact Assessment
 - Member Social Impact Management Network
 - Member Australian Evaluation Society
-

5.3 Declaration

Andrea Kanaris

26/09/2025

6 Methodology

The approach included:

- Project initiation:
 - kick off meeting to finalise and agree methodology, project plan for delivery of SIMR including roles and responsibilities
 - request for information that included workforce data, community investment data, local procurement policy and spend data, complaints mechanisms, complaints register, policies and plans, stakeholder list
 - stakeholder engagement plan for delivery of SIMR
 - meeting with OCG to agree SIMR approach and initial SIMR template.
- Review of SIMP
 - conduct one on one interviews with stakeholders identified in the SIMP to inform assessment of Ensham performance against SIMP requirements
 - review of relevant documentation and adherence to requirements of the SIMP
 - review and assess the measurements and indicators in the SIMP
 - review and assess Ensham actions to determine compliance and progress in alignment with the SIMP
 - assess the outcomes of activities undertaken.
- Reporting
 - prepare a briefing of initial findings for client
 - prepare a draft SIMR that incorporates client feedback
 - meeting with OCG to gather feedback on draft SIMR
 - prepare final SIMR to incorporate client and OCG feedback.

6.1 Documentation

A review of existing policies included:

- 2024 Annual Plan
- 2024 QRC Full Member Declaration
- Course and Forum Attendance Lists
- Lunar and Ensham Workforce Statistics (various)
- Ensham State of the Nation, May 2024
- Ensham meeting minutes and emails
- HRP013 - Ensham Resources Commute and Local Transport Policy
- HRP020 - Ensham Resources Higher Duties Allowance Policy

- HRP021 - Ensham Resources Income Protection and Other Insurance Policy
- HRP022 - Ensham Resources Time Off In Lieu and Overtime Policy
- HRP024 - Ensham Resources Accommodation Policy
- HRP025 - Ensham Resources Family and Domestic Violence Leave Policy
- HRP026 - Ensham Resources Employee Relocation Policy
- SOP.09.01.01 Alcohol and Other Drugs_12
- SOP.09.01.02 Fatigue Management_7
- SOP.09.01.03 Physical and Psychological Impairment_4
- Donations 2024 data
- ADM070 - Donation Sponsorship Application Form
- EIMP.07.00.01 Stakeholder Engagement Plan
- PRCP schedule P-PRCP-100751503
- PRCP Plan Version 8
- INX Incident reports
- ERPL Employee Data
- 250312 Ensham engagement survey proposal

6.2 Stakeholder interviews

Invitation to participate were sent to:

- CHRC
- CHDC
- QPS
- QAS
- QFS
- QH
- Department of Treaty, Aboriginal and Torres Strait Islander Partnerships (DTATSIP)
- Directly affected and adjacent landowners, 23 invites sent
- Western Kangoulu People
- Garingbal and Kara Kara People.

There was a total of 7 participants in the SIMP review. The following were represented:

- CHRC, 1 participant
- CHDC, 1 participant
- Directly affected and adjacent landowners, 2 participants
- Western Kangoulu People, 1 participant
- Garingbal and Kara Kara People, 2 participants.

All other stakeholders either declined or did not respond.

7 Review of social impact management plan

This section provides the finding of the review of the social impact management plan.

7.1 Community and stakeholder engagement (CSE)

This section provides a review of Ensham's performance against the community and stakeholder engagement requirements of the SIMP.

7.1.1 Summary of findings

Overall, the requirements of the community and stakeholder engagement actions outlined in the SIMP have been partially met. The transition of ownership has resulted in low levels and inconsistent communication with some stakeholders. Note that external stakeholder participation in the review process was low. Those who did participate acknowledged that the transition of ownership may have contributed as the new owners familiarized themselves with stabilizing operations and completing due diligence. The Stakeholder Engagement Plan, prepared in 2021, is outdated and requires updating to include conditions and commitments outlined in the SIMP.

7.1.1.1 *Communication tools and activities*

The transition of ownership has required the development of a range of local policies, plans and processes. The Sungela website provides access to the SIMP and procurement information and activities. The website will, over time, host a wider range of resources making it a key mechanism for provision of information to local and regional businesses and local community. Ensham widely uses social media platforms, such as LinkedIn and Facebook, to update community and businesses. Ensham supports many community organisations through direct sponsorships and a wide range of local businesses by buying local.

No future Meet The Buyer events are scheduled in the region. Ensham will continue to work with CHRC, CHDC, Traditional Owners and DTATSIP to support local procurement and local businesses.

7.1.1.2 *Processes for incorporating stakeholder feedback*

Stakeholders were provided the opportunity to provide feedback to the review of SIMP.

Landowners where operational activities and rehabilitation is being undertaken are

being consulted as required.

7.1.1.3 Complaints management

Ensham use communications software (INX InControl) to record and track complaints that collects stakeholder group, description and date of the complaint, actions taken, close out date and risk level.

There were two complaints made in the period June 2023 – December 2024. Table 5 outlines the completion, ranking and actions taken to resolve the issue.

Table 5 Complaints, ranking and actions

Complaint	Ranking	Action taken
Inappropriate behaviour displayed in an offsite location, by a contractor employee engaged to perform work at Ensham.	Minor	Contractor Employee suspended and accommodation no longer provided to individual involved
Unauthorised removal of personal belongings from villager residents' accommodation.	Insignificant	Investigated, item removed in error and returned to owner. Communications issued to clarify boundaries and build trust for residents and employees.

Ensham Management has reported regular engagement with adjacent landowners and resolving any issues raised directly. In addition, they also reported communicating with local parties prior to and during events e.g., burn offs due to changed conditions.

7.1.1.4 Stakeholder engagement plan for Progressing Rehabilitation and Closure Plan (PRCP)

The stakeholder engagement plan was prepared in June 2021 and requires updating to reflect current contextual environment, key stakeholders including their issues and opportunities, incorporation of SIMP conditions and the recent PRCP schedule (below).

The current engagement plan objectives include:

- Identify the relevant key stakeholders
- Engage with key stakeholders to identify potential issues and opportunities;
- Manage the current stakeholder awareness and expectations;
- Further develop cooperative community relationships;
- Enable stakeholders to have input to the process;

- Consult proactively with stakeholders using clear and consistent key messages;
- Facilitate the development and implementation of response and feedback strategies to address identified stakeholder concerns;
- Management of PRCP risks associated with stakeholder concerns;
- Maintain and enhance existing social license
- Facilitate the timely delivery of engagements and actions.
- Ensure the Ensham PRCP, Annual Returns and outcome of PRCP community engagement activities including feedback and/or resultant actions are publicly available.

The most recent PRCP Schedule was approved in February 2025 which outlines:

- obligations under the EP Act 1994
 - general conditions
 - final site design, including maps
 - post mining land use areas, timing for availability and relevant activities.
- Ensham have held an approved PRCP since April 2022 and amended as required from time to time. The suite of rehabilitation activities undertaken since then have been done in accordance to the PRCP in effect at the time. Rehabilitation activities continue on site with no non-compliances identified.

7.1.2 Remedy work plan

This section outlines the activities Ensham must undertake to remedy unmet and partially met commitments (see Table 9) for CSE and Table 6 provides a work plan that includes desired outcomes, monitoring indicators, KPIs, delivery partners and timeline.

Table 6 CSE remedy work plan

Actions	Desired outcome	Monitoring indicators	KPI	Delivery partners/ Stakeholders	Timeline
Finalise CCA with Cowal Ag	Impacts on adjacent properties are adequately managed Ensham has good relationship with adjacent landowners	CCA agreement with Cowal	100% of CCA agreement complete	Ensham Adjacent landholders	June 2025
Update the Community and Stakeholder Engagement Plan	Ensham are trusted by stakeholders and residents in their nearby regional communities. All stakeholders and community are engaged on a regular basis and informed about Ensham impacts and ongoing management activities.	All community and stakeholders' engagement activities are undertaken. Annual community sentiment survey	100% activities completed per year % participants trust Ensham	Ensham	2024/25 – Ongoing Updated annually
Engage with nearby landowners prioritising those with bores to identify any changes to groundwater access.	Increased trust, maintain good relationship with landowners. Early detection of any potential groundwater issues.	Frequency of engagement with landholders with bores	100% of landholders with bores engaged	Ensham	2024/25 – Ongoing
Work with schools and Garingbal and Kara Kara People and Western Kangoulu People to identify training and employment opportunities for Indigenous youth.	Indigenous youth are employed at Ensham.	# of indigenous youth employed at Ensham	# Indigenous workforce	Ensham HR Garingbal and Kara Kara People Western Kangoulu People	2024/25 – Ongoing
Remove Meet the Buyer Events as an action (Table 9 pge 35) and replace with: Work with DSDSATSIP in CQ and work with CHRC, CHDC, Western Kangoulu, Garingbal and Kara Kara to identify and support local indigenous businesses.	Indigenous businesses are procured by Ensham	# of Indigenous businesses procured by Ensham	# Indigenous businesses supplying to Ensham	Ensham HR DSDSATSIP	2024/25 – Ongoing

Actions	Desired outcome	Monitoring indicators	KPI	Delivery partners/ Stakeholders	Timeline
Allocate a designated resource to oversee SIMP implementation	Social impacts are managed in accordance with the commitments and SIMP requirements	1 x FTE allocation to SIMP Implementation	1 x Social Performance Manager employed at Ensham Mine	Ensham HR Leadership Team supported by teams across the business	FY 2025/26 – ongoing through life of project
Utilise DSDSATSIP's 'Deadly Directory' register of Indigenous businesses to develop a list of Indigenous businesses in the Central Queensland (CQ). Work with CHRC, CHDC, Western Kangoulu, Garingbal and Kara Kara to identify and support local procurement and businesses	Increased participation of Indigenous businesses in Ensham procurement opportunities. Strengthened local economic development and cultural inclusion.	# of Indigenous businesses identified and contacted Attendance rate at events Feedback from participants	Minimum 10 Indigenous businesses engaged per year At least 2 new supplier relationships formed annually	Ensham Procurement Team DSDSATSIP Local Indigenous Western Kangoulu Garingbal and Kara Kara CHRC CHDC	Initial list by Q1 FY 2025/26 Events held bi-annually from FY 2025/26 – 2030/31
Finalise Sungela website	Stakeholders and residents in nearby regional communities have access to Ensham jobs, procurement opportunities, complaints process and mechanisms, and information related to matter that affect them.	Frequency up-to-date information is provided on the Sungela website	% content provided on website % engagements resulting from website	Ensham Sungela	2024/25 – Ongoing
Establish a bi-annual newsletter which updates on rehabilitation, employment and training opportunities, community investment program.	Stakeholders and community are informed on Ensham LOM extension project activities that affect them.	# of times Newsletter accessed	# times Newsletter views # Newsletter downloads	Ensham	2024/25 – Ongoing
Brief Government agencies for service planning purposes e.g., CHRC and Queensland Health annually and emergency services (QFES, QPS) as required.	Government agencies have the information required for service planning.	Annual briefing conducted	100% briefings conducted	Ensham	2024/25 – 2030/31

Join community management committees and contribute Ensham personnel's expertise to community groups	Strengthen local governance, trust, and collaboration by sharing technical and operational knowledge; enhance Ensham's community presence	# committees joined Frequency of participation Feedback from committee	Minimum of 2 committees joined by FY 2025/26 Ensham attends 90% of scheduled meetings annually Positive stakeholder feedback recorded	Ensham Community Relations Team Local Community Groups CHRC Regional Committees	Initiate participation by Q1 FY 2025/26 Ongoing involvement
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7.1.2.1 Recommendations for improvement

Table 7 provides recommendations to improve the quality of the relationship with key stakeholders designed to build trust and support delivery of the SIMP to deliver positive outcomes for Ensham and the community.

Table 7 CSE Recommendation for improvement

Actions	Desired outcome	Monitoring indicators	KPI	Delivery partners / Stakeholders	Timeline
Brief CHRC & CHDC on Project progress, including SIMP delivery, impacts on farms, breakdown of residential and non-residential workforce.	Ensham has a trusted relationship with CHRC & CDHC. CHRC & CDHC have information required for strategic planning.	Bi-annual briefings delivered Feedback from CHRC/CDHC received and recorded	Minimum 2 briefings per year Documented feedback loop in place	Ensham Community Relations CHRC CHDC	Commencing FY 2025/26 – ongoing through life of project
Conduct site visits for representatives from CHRC and CHDC with a focus on rehabilitation	Strengthened transparency and stakeholder confidence in rehabilitation efforts	Number of visits conducted Stakeholder feedback from each visit	Minimum 1 site visit per year Positive stakeholder feedback recorded	Ensham Environmental Team CHRC CHDC	Annually from FY 2025/26 – 2030/31
Nominate an Indigenous Point of Contact (IPoC) within Ensham. Two introductory meetings with Western Kangoulu; Garingbal and Kara Kara People to determine how they prefer to be engaged. Prepare a simple Indigenous stakeholder map and a short communications protocol. Deliver one short cultural awareness briefing (1 hour) for Community Relations, HR and Contracts staff.	Establish basic lines of communication, build initial trust and understanding, and create a documented starting point (map + protocol) that can be expanded in future SIMP reviews.	# of introductory meetings # Attendees Stakeholder map and communications protocol document created and stored. # Cultural awareness briefing delivered & # Attendees. Record of issues & requests, & responses	IPoC in place Introductory meetings: ≥2 meetings within 3–6 months. Documents: stakeholder map and communications protocol finalised within 3 months. Briefing: 1 cultural awareness briefing delivered within 6 months. Action response: initial requests/issues acknowledged within 21 working days; progress updates every 60 days.	Ensham Community Relations (IPoC) Ensham HR; Western Kangoulu People Garingbal People Kara Kara People DTATSIP (as support/liaison if required) CHRC (as needed).	Ensham Community Relations (IPoC) Ensham HR Western Kangoulu People Garingbal People and Kara Kara People DTATSIP (as support/liaison if required) CHRC (as needed)

7.1.3 SIMP objectives and KPIs

The objectives and KPIs outlined in the SIMP for measurement of performance of community and stakeholder engagement are shown in Table 8.

Table 8 SIMP CSE objectives and KPIs

Objectives	KPI's
Identify Project stakeholders, their issues and information needs	The Project's Stakeholder Engagement Register records interactions with Project stakeholders (as noted in Table 9)
Provide a clear forward program for engaging stakeholders	The Project's CSEP is publicly available and is updated in 2025 and 2032
Maintain accessible and inclusive engagement processes	A range of opportunities is provided for engagement between stakeholders and the Project (as per Table 9)
Ensure Project planning and delivery are informed by stakeholders' interests	Ensham engages stakeholders to ensure their interests are reflected in the Project's environmental and social management measures
Ensure engagement supports adaptive management of social impacts by identifying any ineffective management measures or unanticipated impacts and enabling corrective action	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

The detailed assessment of CSE actions is provided in Table 9. The assessment includes, for each stakeholder group, whether actions were met, not met, partially met or ongoing, along with comments. Remedies are detailed in Table 6 and recommendations for improvement are detailed in Table 7.

Table 9 Assessment – CSE

Stakeholder	Issues and Information	Actions	Monitoring and reporting requirements	Requirements Met (Yes, No, Partial, Ongoing)	Comments / Remedies
Directly affected and adjacent landowners	EIS findings regarding any impacts on their properties	Work with directly affected landowners to agree measures which will avoid or minimise the impacts of any subsidence on the operation of their properties	Engagements entered to stakeholder register and reported as appropriate in the SIMR	Partial	Negotiation Cowal Ag is ongoing. Ensure CCA agreement is in place with Cowal Ag. All other CCAs in place.
	Management of any impacts on the use of land for agriculture	Maintain engagement through meetings and phone calls throughout the operational period to a schedule agreed with landowners, offering at least annual meetings 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	Engagements entered to stakeholder register Outcomes of any issues and investigations are recorded and reported as part of the SIMR	Partial	Two complaints (1 x minor, 1 x insignificant) were reported between June 2023 – December 2024.
Other nearby landowners	Management of any impacts on groundwater bores	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	Engagements entered to stakeholder register Any make good arrangements are reported in the UWIR	N/A	No impacts to groundwater bores i.e., no make good arrangements required.

Stakeholder	Issues and Information	Actions	Monitoring and reporting requirements	Requirements Met (Yes, No, Partial, Ongoing)	Comments / Remedies
Indigenous community members		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		Ongoing	Maintain ongoing communications & build a strong trusted relationship
	Cultural heritage management and respect for traditional ownership	Provide Indigenous cultural heritage inductions for all workers during mandatory site and on-boarding programs, in cooperation with Western Kangoulu People and Garingbal and Kara Kara People	Engagements entered to stakeholder register and reported in SIMR Human Resources' records	Ongoing	Engagement has occurred with Western Kangoulu People on areas of significance to them. No work has currently been conducted in areas that are of significance to the Garingbal and Kara Kara People. Budget allocated for cultural heritage inductions all mine workers.
	Employment and training options	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	Engagements entered to stakeholder register and reported in SIMR	No	Work with schools and Garingbal and Kara Kara People and Western Kangoulu People to identify training and employment opportunities for Indigenous youth.
	Business opportunities	Utilise DSDSATSIP's 'Deadly Directory' register of Indigenous businesses to develop a list of Indigenous businesses in the Central Queensland (CQ) region and invite them to attend 'Meet the Buyer' events	Indigenous business participation reported in SIMR	Partial	Ensham reps attended Queensland Resource Council sponsored meet the buyer event in Emerald (Indigenous centric). Procurement and Contracts is liaising with DSDSATSIP Deadly Directory for future collaboration.

Stakeholder	Issues and Information	Actions	Monitoring and reporting requirements	Requirements Met (Yes, No, Partial, Ongoing)	Comments/ Remedies
CHRC & CHDC	Project status and any emerging issues	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 Offer CHRC Councillors the opportunity to visit Ensham Mine for a site tour	Engagements entered into stakeholder register, record of action in relation to issues raised kept	Yes	CHRC & CHDC provided a Project briefing that includes progress on delivering the SIMP, any impacts on surrounding farms, breakdown of residential and non-residential workforce and LOM extension as part of preparation of the SIMR.
		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	Meeting record, and the results of any consideration of CRC-TIME research findings noted in SIMR		Ensham has a good reputation in rehabilitation with solar onsite and circular economy with a willingness to innovate. There is an interest in what Ensham are doing onsite.
	Pre-closure	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	Engagements entered to stakeholder register and reported in SIMR	Ongoing	There is an opportunity to share their achievements in rehabilitation and to share learnings more broadly e.g., newsletter and offering site visits.

Stakeholder	Issues and Information	Actions	Monitoring and reporting requirements	Requirements Met (Yes, No, Partial, Ongoing)	Comments/ Remedies
Project personnel and suppliers	Local supply opportunities	Join the QLCLN and actively participate in its activities	Engagements entered into stakeholder register	No	Explore QLCLN events for future participation Ensham reps attended Queensland Resource Council sponsored meet the buyer event in Emerald (Indigenous centric). No future events planned. Ensham will continue to work with CHRC, CHDC, Traditional Owners and DTATSIP to support local procurement and businesses
		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	Annual event participation reported in SIMR	Yes	
Government agencies and social infrastructure providers	Site emergency management	Engage with QPS and QFES prior to Project commencement to review the EMP	Engagements entered to stakeholder register	Yes	QFES are only called as required. To remove from SIMP. QPS are involved in an as needed basis.
	Workforce forecasts	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	Human Resource records reported in the SIMR	Partial	Provide briefings to CHRC, CHDC and Government agencies for service planning purposes e.g., Queensland Health Reports have been provided to QRC, QRC, Monthly Site Exposure Hours, QLD Treasury (2024 Resource Operations Employment Survey)

Stakeholder	Issues and Information	Actions	Monitoring and reporting requirements	Requirements Met (Yes, No, Partial, Ongoing)	Comments/ Remedies
Community members and organisations in Emerald and Comet	Project status, employment opportunities, community investment	Communicate the availability of employment vacancies to local	Engagements entered to stakeholder register, reported in SIMR	Yes	Ensham have contacted Comet CRG without response. Establish an annual newsletter for circulation to the community (via Sungela website and social media e.g., LinkedIn and Facebook) that provides update on LOM extension project including rehabilitation, employment and training opportunities, community investment program and publish on Sungela website.
		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 Offer to meet with CHRC's Emerald and Comet Community Reference Group (CRG) to provide an update on the Project, and promote community sponsorship and donations opportunities, and share the outcomes of Ensham's sponsorships and donations		Partial	
		Provide an annual newsletter including Project update, community investment activities and community engagement opportunities emailed to stakeholders and made available via the Project website Publication of Project updates, SIMRs and Ensham Mine's complaints management process on the Project website.	Annual community update attached to SIMR	No	Publish this SIMR and Ensham complaints management process on website.
		Offer presentations on the Project's underground mining, coal processing operations and environmental management to all schools in Emerald and Comet Attend community events such as the Emerald Show, Comet Show and Ag-grow Emerald on an annual basis Considered requests to join community management committees and contribute Ensham personnel's expertise to community groups.	Engagements entered to stakeholder register, reported in SIMR	Partial	Ensham sponsored Comet Show and Emerald Show (Children's Area) & AgGrow. Ensham had representatives attend the Emerald Show. Ensham need to nominate employees to join community management committees and contribute their expertise to community groups.

7.2 Workforce management

This section provides a review of Ensham’s performance against the workforce management requirements of the SIMP.

7.2.1 Summary of findings

Ensham have met and exceeded some requirements while other requirements, most notably Indigenous employment, were partially or not met. Note that the Indigenous status is not collected systematically for both direct employees and contractors.

Target	June 2023	December 2024
Local workforce (NRC)	39%	58%
Women – 5.0% by 2028	8%	15%
Indigenous – 5.0% long-term	Unknown	6 employees

7.2.1.1 Roster arrangements

The majority (513 or 80%) of the workforce are on an even-time roster over a fortnight., 7/7-day night rotating roster. The remaining workers (128 or 20%) are on a day-only roster e.g., 5/2, 9-day fortnight, this cohort of workers are professional, operational or administrative staff (There are a total of 632 beds available at the worker’s village which is used by both direct employees and contractors.

Table 3 details the occupancy rates for both direct employees and contractors for the period June 2023 – December 2024. Total occupancy rates ranged from 48.6% in October 2024 to 59.0% in April 2024. As the workers village is not at capacity it allows for both direct employees and contractors residing the NRC and CHRC to use the village as required to avoid driving and manage fatigue in line with the HRP013 - Ensham Resources Commute and Local Transport Policy.

Table 3 Workers village occupancy rate, June 2023 – December 2024

Month	Total # Beds Available	Beds Occupied				# Beds vacant	Total Beds Occupied	
		Direct Employee Number	%	Contractor Number	%		Number	%
Jun-23	632	164	25.9%	131	20.7%	337	295	46.7%
Jul-23	632	167	26.4%	168	26.6%	297	335	53.0%
Aug-23	632	166	26.3%	156	24.7%	310	322	50.9%
Sep-23	632	160	25.3%	129	20.4%	343	289	45.7%
Oct-23	632	178	28.2%	166	26.3%	288	344	54.4%
Nov-23	632	175	27.7%	169	26.7%	288	344	54.4%
Dec-23	632	169	26.7%	147	23.3%	316	316	50.0%
Jan-24	632	177	28.0%	169	26.7%	286	346	54.7%
Feb-24	632	172	27.2%	166	26.3%	294	338	53.5%
Mar-24	632	166	26.3%	149	23.6%	317	315	49.8%
Apr-24	632	179	28.3%	194	30.7%	259	373	59.0%
May-24	632	174	27.5%	135	21.4%	323	309	48.9%
Jun-24	632	180	28.5%	134	21.2%	318	314	49.7%
Jul-24	632	179	28.3%	167	26.4%	286	346	54.7%
Aug-24	632	166	26.3%	127	20.1%	339	293	46.4%
Sep-24	632	181	28.6%	154	24.4%	297	335	53.0%
Oct-24	632	189	29.9%	118	18.7%	325	307	48.6%
Nov-24	632	188	29.7%	124	19.6%	320	312	49.4%
Dec-24	632	185	29.3%	151	23.9%	296	336	53.2%

Most of the total workforce (513 or 80%) rosters are an even-time over a week, fortnight or month 7 on 7 off day night shift rotating roster and the remainder are on a 5-day week or 9-day fortnight dayshift-only roster (Figure 12).

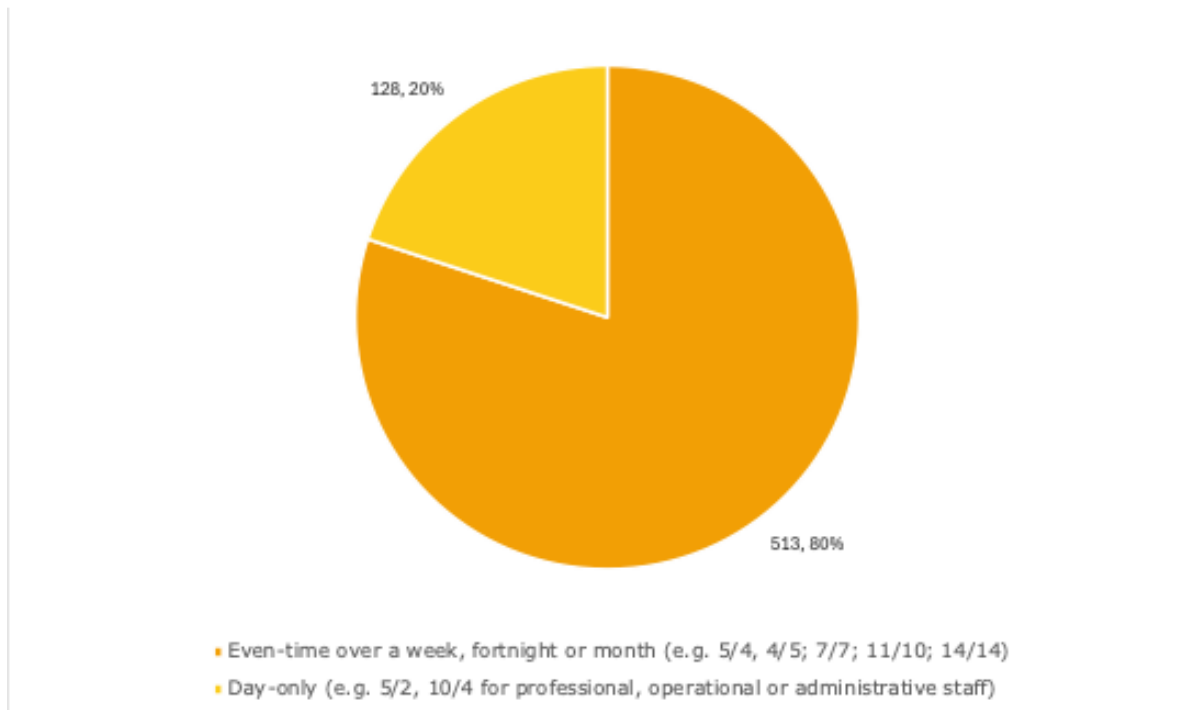


Figure 12).

The workers village has the capacity for direct employees and contractors residing the NRC and CHRC to use the village as required to avoid driving and manage fatigue in line with the HRP013 - Ensham Resources Commute and Local Transport Policy.

7.2.1.2 Recruitment

The Ensham Mine's direct employees and contractors primarily reside in Queensland (92%) with 37% residing in CHRC area, 39% in NRC, and only 8% residing interstate as at December 2024.

Existing workers primarily work in the underground mine. There are approximately 29 Ensham employees working in the open cut and all are required to continue working in the Coal Handling Plant (CHP) and open cut to ensure effective coal handling activities (including crushing and coal raiing activities) and continuity of operations.

During the period May (9.6%) to December (13.7%) 2024 there has been a 4.1% increase in staff turnover as shown in Table 10.

Table 10 Turnover rates, May 2024 – December 2024

	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Total	9.6%	9.8%	11.3%	10.7%	10.8%	11.4%	11.3%	13.7%

7.2.1.3 Employment equity

There is currently no employment equal opportunity policy. Ensham workforce increased the percentage female employees from 8% in June 2023 to 15% in December 2024. There are 6 employees who identify as First Nations as at December 2024.

7.2.1.4 Training and development

Ensham has a graduate program, Education Assistance Program, Occupational Training (full training department) and provide training to staff in mental health first aid run via Mates in Mining connector training.

The contractor provides a total of 8 apprenticeships, 4 electricians and 4 fitters.

7.2.1.5 Workforce well-being and engagement

Ensham Mine provide training to staff in mental health first aid run via Mates in Mining connector. The following are in place and available to employees:

- Ensham Resources Family and Domestic Violence Leave Policy
- Physical and Psychological Impairment Standard Operating Procedure (SOP)
- Ensham EAP Services
- Mates in Mining
- Beyond Blue
- Lifeline
- Headspace
- Suicide Call Back Service
- 1800RESPECT

7.2.1.6 Workforce behaviour

The onsite SOP's that are in place and available to employees cited by the reviewer include the following:

- Alcohol & Other Drugs SOP
- Fatigue Management SOP
- Commute and Local Transport Policy
- Higher Duties Policy
- Access to Income Protection and Other Insurances
- Time of in Lieu and Overtime Policy

- Family and Domestic Violence Leave
- Code of Conduct.

7.2.2 Remedy work plan

This section outlines the activities Ensham must undertake to remedy unmet and partially met commitments for workforce management (see Table 14) and Table 11 provides a work plan that includes desired outcomes, monitoring indicators, KPIs, delivery partners and timeline.

Table 11 Workforce management remedy work plan

Actions	Desired outcome	Monitoring indicators	KPI	Delivery partners / Stakeholders	Timeline
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	Increase workforce understanding and respect for Indigenous cultural heritage; foster a culturally safe workplace	% of new workers who complete induction Frequency of refresher training Qualitative feedback from Traditional Owners and other Indigenous workers	100% of new hires complete cultural induction Annual refresher delivered Positive feedback from Traditional Owners and other Indigenous workers	Ensham HR & HSE Western Kangoulu Garingbal and Kara Kara Other Indigenous workers	Program launched FY 2025/26 Annual review and update
Develop an Ensham Mine EEO Principals document. Remove reference to Idemitsu from this action.	Clear commitment to equal employment opportunity principles across all operations	Document developed, endorsed, and distributed Staff awareness and training on EEO	EEO document finalised and communicated to 100% of staff Annual review	Ensham HR	Draft by Q4 FY 2025/26 Implementation FY 2026/27
Ensham to develop an Indigenous Employment Plan, in collaboration with Western Kangoulu People, Garingbal, Kara Kara People and DSDSATSIP, to support long-term target of 5% of Ensham's FTE workforce employed is achieved by year 10.	Long-term employment outcomes for Indigenous peoples in CQ; Increased Indigenous participation in workforce	Plan development milestones achieved % Indigenous employees	Plan finalised by FY 2026/27 5% Indigenous workforce target by FY 2035/36	DSDSATSIP Western Kangoulu Garingbal and Kara Kara Ensham HR	Planning starts FY 2025/26 Ongoing monitoring to FY 2035/36

Actions	Desired outcome	Monitoring indicators	KPI	Delivery partners / Stakeholders	Timeline
Incorporate need for Lunar to provide Indigenous employment opportunities into their contract	Ensure contractor alignment with Ensham's Indigenous employment goals	Contract clause included Reporting by Lunar on Indigenous hires	Contract variation approved Quarterly reports received from Lunar	Lunar, Ensham Contracts and Procurement	Update contracts in FY 2025/26
Conduct confidential employee survey that identifies workers satisfaction and level of support. Include option to identify as Indigenous.	Improved workforce support and data on Indigenous participation	Survey response rate % of respondents identifying as Indigenous Satisfaction metrics	Survey conducted annually 70%+ response rate Action plan developed post-survey	Ensham HR and Communications	First survey FY 2025/26 Annual thereafter
Ensham collaborate with DSDSATSIP Western Kangoulu Garingbal and Kara Kara, via community funding or inkind contributions, to improve work readiness among disadvantaged young people to apply for training and employment positions at Ensham Mine included in contract with Lunar.	Young/disadvantaged people gain basic work readiness and access to training/employment pathways, including at Ensham.	Number of programs funded/delivered (provider register) # participants enrolled (training register) # participants completing program (completion list) # participants progressed to EOI /interview /placement (HR/Lunar log) Quarterly contractor report submitted (Lunar)	≥1 program delivered; ≥20 participants enrolled; ≥12 completions; ≥4 participants progressed to interview/placement.	Lunar Local Schools & Youth Agencies Local training providers DSDSATSIP Western Kangoulu Garingbal and Kara Kara Ensham HR & HSCT (Training)	FY 2025/26 – ongoing
Capture data on the number of new local employees	Accurate, timely evidence of local employment outcomes to inform recruitment strategy, reporting and adaptive SIMP actions	HR onboarding records showing place of usual residence (local area flag) Payroll / employee database extracts (new starter list) Source-of-hire data (advert, referral, local program) Number and % of local hires by quarter and year 6- and 12-month retention	Primary KPI: Number of new local employees per year - target to be agreed (suggested target: 20 new local employees / year or ≥25% of all new hires). Secondary KPI: 12-month retention of local hires ≥ 80%.	Ensham HR Ensham Contracts & Procurement Lunar	Commence FY 2025/26; capture data continuously; report quarterly in SIMP reporting; annual review of targets and outcomes (end of each FY)

7.2.2.1 Recommendations for improvement

Table 12 provides recommendations to improve the quality of the relationship with key stakeholders designed to build trust and support delivery of the SIMP to deliver positive outcomes for Ensham and the community.

Table 12 Workforce Recommendations for improvement

Actions	Desired outcome	Monitoring indicators	KPI	Delivery partners / Stakeholders	Timeline
Update the information pack for new employees with input from CHDC. Remove requirement to liaise with the School of Arts Hall Committee on this action as they have shown no interest in participation as CHRC are most appropriate partner.	New employees are well-informed about local community, services, and lifestyle, enhancing local integration and community connection	Updated content version Feedback from CHDC and CHRC Employee satisfaction survey response	Information pack updated by FY 2025/26 90% of new hires report usefulness of materials in induction survey	Ensham HR CHDC CHRC	Updated pack delivered FY 2025/26 Reviewed annually

7.2.3 Objectives and KPIs

The objectives and KPIs outlined in the SIMP for measurement of performance in workforce management are shown in Table 13.

Table 13 SIMP Workforce management objectives and KPIs

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

Table 14 Assessment – Workforce management

Impact / Benefit	Actions	Targets and outcomes	Monitoring and reporting requirements	Requirement Met (Yes, No, Partial, Ongoing)	Comments / Remedies
Continuation of employment for local residents	Implementation of employment hierarchy Family-friendly 7 days on, 7 days off and 5 day on, 2 day off rosters	Planned target of at least 34.0 percent local employment 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	Yes	Exceeds target for local employment
Recruitment of new personnel to the Central Highlands LGA	Family-friendly rosters as above Advertising staff roles as preferred to be based in Emerald Local community information pack provided to all non-local candidates Housing subsidy Relocation assistance for supervisors and above Ensham contact to assist families to access housing and services	Recruitment of personnel from outside the Central Highlands LGA to fill Project vacancies which can't be filled locally	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	Yes	Jobs are advertised on LinkedIn, Seek, FaceBook and a recruiter is used for specialised roles. Help people find housing and have relocated families to CHRC and continue to offer attractive accommodation allowance for local residents. # New local employees to be incorporated into future reports.
	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 Make the Comet and Emerald information packs available to newly on-boarded contractors.				Yes

Impact / Benefit	Actions	Targets and outcomes	Monitoring and reporting requirements	Requirement Met (Yes, No, Partial, Ongoing)	Comments / Remedies
Employment equity and involvement of under-represented groups	Implement strategies to increase the number of women employed by Ensham Mine via measures outlined in Section 1.3.4	Five percent of direct employees being women by 2028	HR representative will maintain records of female employment annually, to be reported in the SIMR	Yes	Policies were sitting at corporate level of Idemitsu and were not transferred during transition of ownership i.e., no Ensham site level policy. Develop an Ensham Mine EEO Principals document
	Implement Idemitsu's Equal Employment Opportunity (EEO) principles	Ten percent of direct employees being women by 2032		No	
	Work with Indigenous stakeholders to support continued employment of Indigenous people and encourage Indigenous people to apply for Project vacancies including: 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.	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	HR representative will maintain records of implementation and record the number of Indigenous personnel annually, to be reported in the SIMR	No	Ensham to develop an Indigenous Employment Plan, in collaboration with Western Kangoulu People, Garingbal, Kara Kara People and DSDSATSIP, to support long-term target of 5% of Ensham's FTE workforce employed is achieved by year 10. Ensham to develop 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.
	Plan for one apprenticeship or traineeship at least every two years to a suitably qualified Indigenous person				Four apprenticeships offered annually through Ensham's business partner Lunar Mining and funded by Ensham, incl. associated training. Explore if/how Lunar can provide Indigenous employment opportunities

Impact / Benefit	Actions	Targets and outcomes	Monitoring and reporting requirements	Requirement Met (Yes, No, Partial, Ongoing)	Comments / Remedies
Employment equity and involvement of under-represented groups	Encourage and support Ensham's existing indigenous personnel to mentor new indigenous recruits	As above	HR representative will maintain records of implementation and record the number of Indigenous personnel annually, to be reported in the SIMR	No	Recommend change activity to 'conduct confidential employee survey that identifies workers satisfaction and level of support. Include option to identify as Indigenous.
Workforce wellbeing	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 disadvantaged young people to apply for training and employment positions	Graduates of programs for at-risk and disadvantaged young people are considered for employment as project trainees or workers.	Nominated stakeholder Engagement representative will maintain records of implementation and record the number of at-risk program graduates applying and employed annually.	No	Ensham to explore if requirement is included in contract with Lunar.

Impact / Benefit	Actions	Targets and outcomes	Monitoring and reporting requirements	Requirements Met (Yes, No, Partial, Ongoing)	Comments / Remedies
Workforce wellbeing	<p>Implement Ensham Mine’s Fatigue Management Plan, Fitness for Work Guideline and Drug and Alcohol Procedure for the Project</p> <p>Consult with workers to improve and implement safe systems of work that will ensure the health, safety and welfare of workers and other people</p> <p>Onsite provision of health services including first aid-trained persons, casualty rooms, the availability of first aid kits and trauma packs, ambulance, EAP program, promotion of access to telehealth services and mental health awareness programs</p>	<p>Continual improvement in LTI rate</p> <p>Onsite access to services maintained</p>	<p>HR representative will maintain records of implementation and outcomes in accordance with Ensham Mine’s HSE System</p>	Yes	<p>A Physiotherapist attends Ensham weekly and provides physiotherapy support to all Ensham personnel. Staff trained in mental health first aid run via mates in mining connector.</p> <p>Moving forward the ongoing monitoring and reporting should be the responsibility of Health and Safety area</p>

7.3 Housing and accommodation management

This section provides a review of Ensham's performance against the housing and accommodation requirements of the SIMP.

7.3.1 Summary of findings

Ensham have met the requirements of the SIMP and proactively provide accommodation to non-resident workers in their onsite accommodation village. They have moved families to Central Highlands and helped them source and access suitable housing.

7.3.1.1 Affordability

Ensham have an Accommodation Policy which supports local workers by providing an allowance payable to worker or real estate. As at December 2024 85 employees received a housing allowance.

7.3.1.2 Access

Ensham provide a 632-bed village located close to mine which addresses commute and fatigue. The accommodation is bungalow style with kitchen facilities and dining is of high standard. Workers have access to bar, walking track, pool, gym.

7.3.2 Remedy work plan

There are no unmet or partially met commitments for housing and accommodation (see Table 17).

7.3.2.1 Recommendations for improvement

Table 15 provides recommendations to improve the quality of the relationship with key stakeholders designed to build trust and support delivery of the SIMP to deliver positive outcomes for Ensham and the community.

Table 15 Housing and Accommodation recommendations for improvement

Actions	Desired outcome	Monitoring indicators	KPI	Delivery partners / Stakeholders	Timeline
Finalise the revised Accommodation Allowance Policy	To attract and retain local and regional workers through targeted employment and training opportunities	Contract clause included Retention rates at 6 and 12 months	Contract updated FY 2025/26	Ensham HR & Procurement Lunar	FY 2025/26 – Ongoing

7.3.3 Objectives and KPIs

The objectives and KPIs outlined in the SIMP for measurement of performance related to housing and accommodation management are shown in Table 16.

Table 16 Housing and accommodation objectives and KPIs

Objective	KPIs
Support staff access to affordable housing	<ul style="list-style-type: none">Provision of housing subsidy to all Staff who live in the Central Highlands LGA
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">Non-local personnel do not require the use of accommodation in local towns

Table 17 Housing and accommodation actions

Impact / Benefit	Actions	Targets and outcomes	Monitoring and reporting requirement	Requirements Met (Yes, No, Partial, Ongoing)	Comments / Remedies
Affordable access to housing for locally based Staff	Implementation of employment hierarchy Family-friendly 7 days on, 7 days off and 5 day on, 2 day off rosters	All locally resident Staff are supported to access and maintain housing	Internal confidential records	Yes	Ensham has paid rent to real estate or provided accommodation allowance to 85 as at Decemeber 2024 employees. Ensham has updated the Accommodation Allowance Policy to reflect these arrangements and is awaiting corporate approval.
Access to high quality workforce accommodation	Provide housing subsidy to all staff living in the Central Highlands LGA	Sufficient accommodation is available within the workforce accommodation village for all non-local personnel	Workforce accommodation village management records – adequacy of accommodation capacity reported in SIMR	Yes	632 bed village. Bungalow style. Kitchen facilities and dinning is of high standard. Bar available. Walking track, pool, gym - lots of facilities that attract and help with wellbeing. Close to mine which addresses commute and fatigue. Ensham have an arrangement with Comet Rest (20 rooms)

7.4 Health and community wellbeing

This section provides a review of Ensham's performance against the health and community wellbeing requirements of the SIMP.

7.4.1 Summary of findings

Ensham have met most of the requirements of the activities related to health and community wellbeing.

7.4.1.1 Onsite services

The following health services are provided onsite in accordance with legislative requirements:

- first aid-trained persons available onsite at all times
- casualty rooms for first aid treatment
- making first aid kits, trauma packs and
- Ensham's Ambulance available
- EAP provider
- promotion of access to telehealth services
- Onsite Physiotherapist
- Paramedic permanently based at site

The accommodation village provides bungalows and other room types, with a fully equipped kitchen facilities and dining is of high standard. Workers have access to bar, walking track, pool, and a gym.

7.4.1.2 Stress on landowners

There have been conversations with landowners to north where progressive rehabilitation is underway. However, the change of ownership has led to inconsistent communications with landholders and landowners. One stakeholder expressed concerns that there were multiple points of contact instead on one.

7.4.1.3 Access to natural resources

Monitoring network has been established on neighbouring properties and a process has been developed.

7.4.1.4 Social infrastructure planning

Ensham actively advocate for services and participated in the Central Highlands Resource Roundtable - The State of Health Services and provide input to the major projects register. It was noted that the Bowen Basin population survey is more relevant as it provided data and information from all companies across all local government areas (LGAs). This provides a more comprehensive baseline for LGAs about non-resident workforce.

7.4.1.5 Cooperation with emergency services

Engagement with QAS and/or QPS is done when annual emergency exercises are conducted onsite in line with legislation. QAS attend site when someone is injured.

7.4.1.6 Community investment

In 2024 Ensham donated \$91,607.02 to 28 organisations (Table 18). The donations were across across a range of areas including sport, mental health, community events and education. The majority of funding was spend on the local community. There is an opportunity to maximise the community benefits by developing a community investment strategy that is developed in consultation with the community and key stakeholders.

Table 18 2024 Donations

Organisation	Event	Amount (ex GST)
Brisbane Broncos	Corporate Box Tickets	\$19,090.91
Capella & District Show Society	Capella Show 2024 - 24th May 2024	\$2,500.00
Emerald Netball Associaton	2024 Junior Nissen State Age Championship - 29th June - 2nd July 2024	\$5,000.00
The Emerald Rodeo	2024 Emerald Easter Sunflower Festival Rodeo - 30th March 2024	\$3,000.00
Comet Sporting & Ag Show Society	QLD Working Cattle Dog Trials 2024 - 18th & 19th May 2024	\$5,000.00
CH Easter Sunflower Festival Committee	CH Easter Sunflower Festival 2024 - 24-31 March 2024	\$5,000.00
Destiny Downs Cattle Co	Good Friday Timed Event Challenge - 29th March 2024	\$1,500.00
J Thorpe Family	Donation to match	\$12,800.00
Emerald State High School	Sporting Competitions Gazebos	\$4,152.45
CH Health Suicide Prevention Program	Annual donation	\$10,000.00
CH Barrel Horse Association	2024 Season	\$2,000.00
Emerald State High School	2024 Emerald State high School Awards Ceremony	\$750.00
Emerald Show Society	Sponsorship	\$2,000.00
Emerald State High School	Sporting Competitions Gazebos	\$222.50
Emerald Rodeo	Aust Junior National Rodeo Finals	\$3,000.00
Emerald Junior Tigers U10 Team	Gordon Tallis Carnival 2024 - 20-22 Sept 2024	\$1,350.00
Lions Club Rockhampton - Circus Quirkus	Special Childrens Fundraiser 2024	\$1,540.00
Emerald and District Athletics	The 2024 Biannual CH Track and Field Carnival	\$3,000.00
All Star BMX Coaching	BMX Coaching 2024	\$1,000.00
St Brendens College Rodeo	St Brendens College Rodeo 31/08/2024	\$3,000.00
Farnborough State School	Robocup National Championships - Ensham Brought the Lego Education Spike prime set x 6	\$5,701.16
2024 Donations YTD		\$91,607.02

7.4.2 Remedy work plan

This section outlines the activities Ensham must undertake to remedy unmet and partially met commitments (see Table 22) for health and community wellbeing and Table 19 provides a work plan that includes desired outcomes, monitoring indicators, KPIs, delivery partners and timeline.

Table 19 Health and community wellbeing remedy work plan

Actions	Desired outcome	Monitoring indicators	KPI	Delivery partners / Stakeholders	Timeline
Develop a community investment strategy which guides the allocation of grant funding and includes criteria focused on health and wellbeing and encourages social enterprises to apply.	A structured, transparent, and outcomes-driven approach to community investment that promotes long-term local health and wellbeing.	Strategy document finalised and endorsed	Community Investment Strategy launched by Q1 FY 2025/26	Ensham Social Performance Team Independent Public Health Professional or Social Scientist Local Community Representatives	Strategy finalised by Q1 FY 2025/26
		Health and wellbeing criteria co-designed with a qualified social scientist or public health expert	100% of funding aligned with at least one health and wellbeing SMART criterion		Annual implementation review
		Grant applications assessed using the criteria	Annual review of strategy implementation		
Publish Community Investment Strategy on Sungela website and post notices in quarterly newsletter and local newspaper	Transparency and awareness of community investment priorities and application process	Publication records	Strategy publicly accessible on website	Sungela Communications Team Local Media Ensham Communications	Q1 FY 2025/26
		Web analytics	Notice published in 100% of planned communications channels		
		Community awareness feedback			
Remove QFES as stakeholder in review of EMP	Streamlined engagement process based on relevance and active stakeholder participation	Updated stakeholder list in EMP review log	QFES removed from EMP stakeholder review process in next review cycle	Ensham Environmental Team	Next EMP review – FY 2025/26

Actions	Desired outcome	Monitoring indicators	KPI	Delivery partners / Stakeholders	Timeline
Remove COVID19 from workers health action as no longer relevant	Ensure health and safety protocols are current and reflect active risks	Updated health management protocols	COVID-19 removed from health plan by FY 2025/26	Ensham HSE Team	FY 2025/26
		Removed references in HSE documentation	Annual HSE review completed		
Progress broader consultation with directly affected landowners and provide updates on the development of the Project's progressive rehabilitation plan	Foster trust and collaboration with landowners through proactive updates and engagement	Number of landowner briefings held	Minimum of 2 consultation sessions per year	Ensham Community Relations Landowners Rehabilitation Planning Team	Q2 FY 2025/26 – Ongoing
		Feedback and issues logged and addressed	100% of feedback acknowledged and responded to		
Identify and implement a partnership to support quality of life in Emerald in partnership with CHRC	Strengthened community wellbeing through collaborative initiatives addressing local priorities such as liveability, social inclusion, and local services	Partnership agreement or MOU signed	Formal partnership established by FY 2025/26	Ensham Community Relations CHRC Local NGOs and Service Providers	Identify and formalise partnership by Q2 FY 2025/26
		Joint initiatives or programs launched	At least 1 joint project or initiative implemented annually		Annual implementation and review
		Community feedback on outcomes	Annual satisfaction rating >75% from community stakeholders		

7.4.2.1 Recommendations for improvement

Table 21 provides recommendations to improve the quality of the relationship with key stakeholders designed to build trust and support delivery of the SIMP to deliver positive outcomes for Ensham and the community.

Table 20 Health and community wellbeing recommendations for improvement

Actions	Desired outcome	Monitoring indicators	KPI	Delivery partners / Stakeholders	Timeline
The health and wellbeing criteria are developed by a social scientist or public health professional to ensure they are SMART (specific, measurable, attainable, relevant, time based).	Ensure that grant funding under the Community Investment Strategy supports measurable and evidence-based improvements in health and wellbeing	Criteria co-developed and documented Endorsement by qualified professional Criteria used in grant assessments	Criteria finalised and adopted by Q1 FY 2025/26 100% of grants assessed using SMART criteria Annual impact review of funded projects	Ensham Social Performance Team Independent Social Scientist or Public Health Professional	Criteria finalised by Q1 FY 2025/26 Reviewed annually in line with strategy

7.4.3 SIMP Objectives and KPIs

The objectives and KPIs outlined in the SIMP for measurement of performance in community and wellbeing are shown in Table 21.

Table 21 SIMP health and community wellbeing objectives and KPIs

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

Table 22 Assessment – Health and community wellbeing

Impact / Benefit	Actions	Targets and outcomes	Monitoring and reporting requirements	Requirement Met (Yes, No, Partial, Ongoing)	Comments / Remedies
Worker's health	Maintain onsite health services including: <ul style="list-style-type: none"> • first aid-trained persons available onsite at all times • casualty rooms for first aid treatment • making first aid kits, trauma packs and • Ensham's Ambulance available • EAP provider • promotion of access to telehealth services • maintain COVID-19 or applicable relevant provisions as directed by Queensland Health 	Support the health and well-being of Project personnel by maintaining Ensham Mine's current onsite health and recreation services	Work health and safety records, reported in accordance with Workplace Health and Safety requirements	Yes	Provided in line with legislative requirements for onsite facilities and services. COVID 19 no longer an issue
	Investigate the availability of 'Mates in Mining' or similar training and awareness courses and make such a course available to Project personnel	Awareness of mental health issues and strategies to maintain health	HR records, reported in Year 1 SIMR		General awareness / Connector Training has been initiated onsite.
Stress/mental health of impacted and/or nearby landowners	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	Open and accessible communication which supports cooperative relationships between landowners and the Project	Stakeholder register, engagement record summary included in SIMRs	Partial	Continue to have conversations with landowners to north. Progressive rehabilitation is underway. Ensham to update their stakeholder register.

Impact / Benefit	Actions	Targets and outcomes	Monitoring and reporting requirements	Requirement Met (Yes, No, Partial, Ongoing)	Comments / Remedies
Access to natural resources (groundwater)	Comply with the Water Act's underground water management framework including entering into make good agreements for any loss of access to water	Any groundwater drawdown is predicted and monitored to enable timely make-good arrangements	UWIR process	Yes	Monitoring network has been established on neighbouring properties.
	Maintain open lines of communication with nearby landowners that have bores to ensure any Project-related changes to groundwater access are identified and addressed	Landowners considered within the Project's groundwater monitoring framework			Completed and reports prepared
Support for social infrastructure planning	Share information on the Project's employee numbers and local and DIDO/FIFO percentages on request by CHRC, CHDC or Queensland Government agencies	Council and Government agencies have sufficient information to support social infrastructure planning	Recorded in Stakeholder engagement register and reported as part of SIMRs	Yes	Ensham are advocates Attended CH Resource Roundtable - The State of Health Services in CH Not relevant to CHDC. Bowen Basin population survey is more relevant (from all companies across all LGAs. Provides a baseline for LGA of non-resident workforce. Ensham provide input to a major project register

Impact / Benefit	Actions	Targets and outcomes	Monitoring and reporting requirements	Requirements Met (Yes, No, Partial, Ongoing)	Comments / Remedies
Co-operation with emergency services	Engage with QPS, QAS and QFES to review and if necessary, revise the EMP prior to Project commencement				Engage as required
	As part of annual training engagements, seek input into evaluation of the health and wellbeing plan's effectiveness	QPS, QAS and QFES agree with proposed EMP provisions	Recorded in stakeholder engagement register and reported as part of SIMRs	Yes	Only engagement is done when run emergency exercises onsite. Legislation annually. QAS and/or QPS come to site when required.
	Involve Queensland Health in periodic SIMP reviews				Invited, no response
Community investment	Maintain provision of Ensham's Community Donations and Sponsorship program	Demonstrated contributions to community programs, facilities and events	Recorded in stakeholder engagement register and reported as part of SIMRs	Yes	Report community donations in quarterly newsletter and publish on website
	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			Partial	Register and annual budget and criteria
	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	Development and implementation of a partnership between Ensham and CHRC and demonstratable outcomes		Partial	Website will remedy awareness Reword to include committee focus on wellbeing in criteria

7.5 Local business and industry procurement

This section provides a review of Ensham's performance against the local business and industry procurement requirements of the SIMP.

7.5.1 Summary of findings

Business planning happening in 2025. New ownership has delayed some activity.

7.5.1.1 Procurement strategies

The procurement strategies are currently being fully developed and will be able to incorporate the SIMP requirements and recommendations of this report.

Ensham Mine do participate actively in regional networks and work with CHDC and CHRC that can be further developed.

Ensham has identified a Meet The Buyer event in Central Queensland scheduled for September 2025.

Ensham tracks the procurement expenditure in the Central Highlands and Central Queensland regions using their internal procurement investment policy. A process is being developed to allow data collection and comparisons between time periods, which will be reported in future SIMR's.

Ensham are not members of QRC as they have a sufficient procurement policy and tracking mechanisms, it is recommended membership with QRC be removed as the indicator for monitoring and replace with Ensham's procurement investment policy.

7.5.1.2 Indigenous business participation

An Indigenous owned business conducts onsite cultural heritage to help deliver the Western Kangolou Cultural Heritage Management Plan.

Additionally, an indigenous business has been engaged to undertake ecological assessments at Ensham previously.

Ensham has initiated contact with Central South West Queensland Region Aboriginal and Torres Strait Islander Partnerships (CSWQATSIP) who have offered to work with Ensham and other Mines to meet regional Indigenous Businesses exclusively.

7.5.1.3 Capacity building

There are opportunities to conduct more capacity building and improve the identification of Indigenous businesses and encourage their participation.

7.5.2 Remedy work plan

This section outlines the activities Ensham must undertake to remedy unmet and partially met commitments (see Table 25) for local business and procurement and Table 23 provides a work plan that includes desired outcomes, monitoring indicators, KPIs, delivery partners and timeline.

Table 23 Local business and industry procurement remedy work plan

Actions	Desired outcome	Monitoring indicators	KPI	Delivery partners / Stakeholders	Timeline
Broaden procurement strategy to reach more businesses across Central Highlands and work with CHRC to access their annual list of businesses.	Increased local participation in procurement opportunities and economic activity across the region	Number of businesses contacted	% increase in local supplier registrations by FY 2026/27	Ensham Procurement CHRC CHDC	FY 2025/26 – Annual review
		Number of new vendors registered	Annual review of vendor list		
		Use of CHRC list			
Publish procurement policy, process and criteria (roadmap) on website and advertise across Central Highlands region.	Transparent, accessible, and consistent procurement process that encourages regional supplier participation	Website traffic	Policy published by Q4 FY 2025/26	Ensham Procurement Sungela Comms Team CHDC Local Media Outlets	Q4 FY 2025/26 – Ongoing
		Supplier feedback	# regional media/ advertising placements per procurement round		
		Advertisement coverage			
Expand guidelines for local content e.g., refocus payment terms that are more suitable for small business.	Improve accessibility and viability of contracts for small and local businesses	Revised policy documents	Revised payment terms adopted by FY 2026/27	Ensham Procurement & Finance	FY 2025/26 – FY 2026/27
		Supplier satisfaction	% on-time payments to SMEs		
		% of small/local suppliers paid within revised terms			
Partner with CHDC to access the Mining Group they operate to improve procurement guidelines and criteria where appropriate.	Align procurement practices with regional expectations and build stronger industry-local business relationships	Participation in CHDC Mining Group	Attend 100% of quarterly Mining Group meetings	Ensham Procurement CHDC Mining Group	Q3 FY 2025/26 – Ongoing participation
		Guideline updates based on feedback	Incorporate relevant updates annually		

Actions	Desired outcome	Monitoring indicators	KPI	Delivery partners / Stakeholders	Timeline
Provide briefings to local businesses on upcoming supply opportunities and capacity building programs	Enhance awareness and preparedness of local businesses to participate in procurement processes.	Number of briefings held	# briefings per year	Ensham Procurement CHDC CHRC DSDSATSIP	Launch Q1 FY 2025/26
	Support local economic growth	Number of businesses attending	% participant satisfaction		Bi-annual briefings thereafter
Work in partnership with DSDSATSIPs and consult with Traditional Owners to support Indigenous businesses to apply for procurement opportunities.	Increased participation of Indigenous businesses in project supply chains	Feedback from participants	Increase in local vendor registrations year-on-year	Ensham Procurement DSDSATSIP Garingbal and Kara Kara People Western Kangoulu People	FY 2025/26 – Ongoing
		Number of Indigenous businesses engaged and supported	# Indigenous businesses supported annually		
Remove the Social enterprise impact. A remedy action has been included in the Health and Community Wellbeing.	Ensure duplication is avoided and program logic streamlined	Applications received	# Indigenous suppliers engaged	Ensham Social Performance	Q3 FY 2025/26
		SIMP updated	Reference removed in next SIMP review cycle		
Include the development of Indigenous capacity building programs in the 2025 business planning.	Support long-term Indigenous business growth and workforce readiness	Health and Community Wellbeing section revised	Remedy action implemented and monitored	Ensham Executive DSDSATSIP Garingbal and Kara Kara People Western Kangoulu People CHDC	Planning in FY 2025 Launch FY 2026/27 Ongoing
		Inclusion in FY 2025 business plan	Program scope developed and included in FY 2025/26 plan		
Join the QLCLN prior to Project commencement and actively participate in its activities	Strengthen regional collaboration and promote best practice in local content and procurement initiatives	Budget allocated Partnerships identified	Program launched by FY 2026/27	Ensham Procurement QLCLN CHDC DSDSATSIP	Join by Q4 FY 2025/26 Ongoing participation through life of project
		Membership confirmed	Membership established by Q4 FY 2025/26		
		Attendance at QLCLN meetings	% attendance at QLCLN meetings for first year		
		Contribution to working groups or initiatives	Annual contribution to 1+ joint initiative or knowledge share		

7.5.3 SIMP objectives and KPIs

The objectives and KPIs outlined in the SIMP for measurement of performance in local business and industry procurement are shown Table 24.

Table 24 SIMP Local business and industry procurement objectives and KPIs

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

Table 25 Assessment – Local business and industry procurement

Impact / Benefit	Actions	Targets and outcomes	Monitoring and reporting requirements	Requirement Met (Yes, No, Partial, Ongoing)	Comments / Remedies
Local supply opportunities	Establish and maintain a Local Business Register and promote supply opportunities via the Register and Project website, with a link to company procurement procedures	Maintenance and if possible, improvement of the number of local businesses supplying Ensham Mines underground operation	Track procurement expenditure in the Central Highlands and Central Queensland regions, reported as part of Annual QRC Coal Industry Reports	Partial	<p>Website is under development that will remedy this.</p> <p>Currently procure to known businesses who can supply, many who are in the local area. As it is a mining town there is a lot of demand in the area.</p> <p>Ensham are not member of QRC. Procurement is tracked using Ensham’s internal procurement policy to buy local to support local industry. Futrue reports will show spend by location.</p> <p>Do buy local when they can.</p> <p>CHDC do not maintain a list of businesses in region. CHRC get annual list of businesses that can be used.</p> <p>GM attends meetings.</p>
	Meet CHDC to identify additional local suppliers who could be provided with information about Project supply opportunities	An increase in the range of Central Highlands LGA businesses supplying the Project, relative to current supply to Ensham approved underground operation	The outcomes of local supply strategies will be reported as part of the SIMR.		Need to expand guideline for local content.
	Review Ensham Mines procurement strategies to ensure fitness for Project purpose against the QRC Local Content Code and consideration of QLCLNs better practice guide for resource industry local content	Maintenance and if possible, an increase in Ensham underground operations’ expenditure with businesses within the Central Highlands and CQ regions	Regular review of procurement guidelines and frameworks, with any enhancements reported in the SIMRs		

Impact / Benefit	Actions	Targets and outcomes	Monitoring and reporting requirements	Requirement Met (Yes, No, Partial, Ongoing)	Comments / Remedies
Opportunities for Indigenous businesses	Identify Indigenous businesses located in the Central Queensland region through DSDSATSIPs Deadly Directory and consultation with Traditional Owners	Inclusion of Indigenous businesses in the Local Business Register, working towards decreasing participation over time with change	Review Local Business Register annually and report on number of Indigenous businesses engaged	No	No businesses on register. Potential to include Indigenous businesses on website when opportunities present. Ensham do employ Indigenous business for onsite cultural heritage. Discussions commenced with CSWQATSIP to increase engagement of regional Indigenous Businesses.
	Contact and encourage Indigenous businesses to provide information for the Projects Local Business Register	Inclusion of Indigenous businesses in Ensham Mine's supply chain		Yes	Business planning happening in 2025. New ownership has delayed some activity.
	Invite Indigenous businesses to business briefing sessions which include information about capacity building programs	Indigenous businesses are engaged in the Ensham Mines supply chain throughout the Project life	Record and report Indigenous business participation as part of annual SIMRs	No	Only two social enterprises and they do not offer a service that is required. Would be more appropriate to provide support via community investment program.
Social enterprise	Consult with CHCS and CHRC to identify the potential for existing and emerging social enterprises in the Central Highlands LGA to contribute to the Projects supply chain and/or employment base, and include social enterprises as a priority for community investment	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	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	No	

Impact / Benefit	Actions	Targets and outcomes	Monitoring and reporting requirements	Requirement Met (Yes, No, Partial, Ongoing)	Comments / Remedies
Business capacity building	Provide briefings to local businesses on upcoming supply opportunities and capacity building programs	Local and Indigenous businesses are aware of Project opportunities and programs to support capacity building	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	Partial	Potential to include businesses on website when opportunities present upon commencement of the Project. Remove social enterprises from this action and include in community investment under health and community wellbeing.
	Join the QLCLN prior to Project commencement and actively participate in its activities	Build and sustain relationships with businesses and cooperation with industry stakeholders	Record and report participation as part of annual SIMRs	Partial	
	Partner with CHDC	Support CHDCs networking opportunities for local business, community and industry	Report as part of Year 1 SIMR	Yes	Support is provided to CHDC and will continue as Project commences.