

# Baralaba South Project

## Draft Workforce Management Plan

December 2023



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# Document Management

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## Revisions

Rev No.	Date	Prepared by	Approved by
1	December 2023	FM	GS
2			
3			
4			

# 1.0 Introduction

Baralaba South Pty Ltd (a wholly owned subsidiary of Baralaba Coal Company Pty Ltd) is proposing to develop the Baralaba South Project (the Project), located eight kilometres (km) south of Baralaba and 115km west of Rockhampton, in Queensland's Bowen Basin (refer to Figure 1). Initially put forward as a five million tonnes per annum (Mtpa) run-of-mine (ROM) project in 2017, the Baralaba South mine plan has since been significantly reduced to a 2.5Mtpa of ROM coal project and will be more a continuation of mining in the Baralaba area at roughly the same output as the existing Baralaba North mine (located 5km north of Baralaba), which will wind down from 2029.

Approval is being sought to develop the proposed Baralaba South open-cut coal mine using traditional truck and excavator methods. The Project sits within an area of approximately 2,214 hectares (ha), covered by Mining Lease Application 700057. The construction phase will last approximately 24 months, with a peak workforce of 268. The (up to) 23-year operation phase of the Project is estimated to require a peak workforce of 521. Baralaba Coal Company owns and operates a Worker Accommodation Village in Baralaba, which will be used to house most of the construction workforce and at least 75% of the operation workforce.

## 1.1 Plan Purpose and Scope

This Draft Workforce Management Plan has been developed to manage potential social impacts associated with the Baralaba South Project workforce during Project construction and operation.

Table 1 outlines the scope of the Workforce Management Plan in accordance with the requirements of the Office of Coordinator-General's Social Impact Assessment Guideline (SIA Guideline) (Department of State Development Manufacturing, Infrastructure and Planning [DSDMIP], 2018).

**Table 1 Workforce Management Plan scope**

Management Plan Scope	Relevant Section
A workforce management plan for the construction and operational phases of the Project which includes:	This document
<ul style="list-style-type: none"> <li>Objectives and key performance indicators</li> </ul>	Sections 1.2, 6.7, 7.6 and 8.3
<ul style="list-style-type: none"> <li>Roster arrangements for local, regional and FIFO workers</li> </ul>	Sections 4.1.3 and 4.2.3
<ul style="list-style-type: none"> <li>Measures to enhance potential employment opportunities for local and regional communities, and to mitigate potential negative social impacts</li> </ul>	Sections 6.0, 7.0 and 8.0
<ul style="list-style-type: none"> <li>Provisions to achieve a recruitment hierarchy that prioritises recruitment of workers from the local and regional communities, then recruitment of workers who will live in regional communities</li> </ul>	Section 6.1
<ul style="list-style-type: none"> <li>Proposed training and development initiatives to improve local and regional skills and capacity including, where relevant, initiatives for traditionally underrepresented groups</li> </ul>	Section 6.0
<ul style="list-style-type: none"> <li>Programs to support the physical and mental health and wellbeing of workers.</li> </ul>	Section 7.0

The Project workforce includes employees of the Project, as well as personnel engaged by principal contractors and subcontractors. This Workforce Management Plan is applicable to the Project; the commitments contained herein apply to any principal contractor sought to construct or operate the Project.

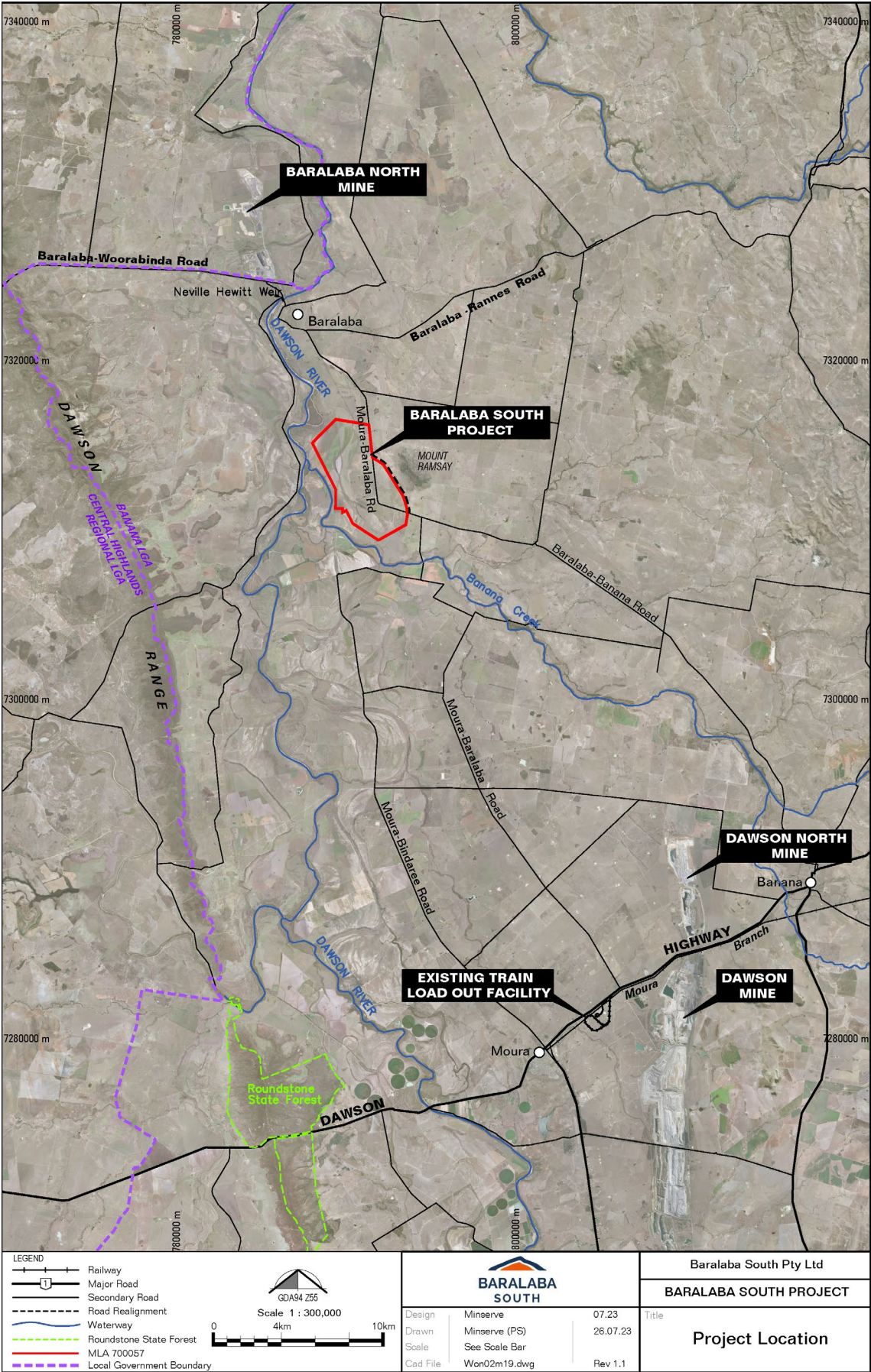


Figure 1 Project location

## 1.2 Objectives

The objectives of the Workforce Management Plan are to ensure housing and accommodation arrangements:

- Prioritise recruitment of workers from local and regional communities and workers who will relocate to live in regional communities
- Reduce the proportion of workers engaged in FIFO arrangements, where operationally feasible
- Support the health and wellbeing of the Project workforce.

## 1.3 Workforce Management Plan Responsibility

Implementation of the Workforce Management Plan will be the responsibility of the Project Manager during construction and General Manager during operation. The Project Manager/General Manager may delegate authority to conduct activities as appropriate to the Commercial Services Manager, Human Resources Manager, Community Relations Officer or other suitably qualified and/or experienced personnel and/or consultants as required.

A general overview of the responsibility of personnel in regard to the implementation of this Workforce Management Plan is provided below.

- The Project Manager/General Manager has an overview role for this Workforce Management Plan and is responsible for ensuring overall compliance with legislation and approvals and that adequate resources are provided to implement the plan
- Delegated personnel will have shared responsibility for the implementing the Workforce Management Plan and monitoring the performance of plan implementation.

Should contractors be sought to construct or operate the Project, Baralaba Coal Company will require the contractors to construct or operate the Project in accordance with this Workforce Management Plan. This requirement will be included in both the tender evaluation process and contract.

## 2.0 Background

### 2.1 Environmental Impact Statement

An Environmental Impact Statement (EIS) has been prepared for the Project to address the requirements of the *Environmental Protection Act 1994*. The EIS identifies and assesses the environmental, social, economic and cumulative impacts of the Project, and identifies avoidance and mitigation measures to minimise any adverse impacts.

### 2.2 Social Impact Assessment

The Baralaba South Project Social Impact Assessment (SIA) examines likely impacts of the Project on the nearby regional communities as part of the Baralaba South Project EIS, in accordance with the *Strong and Sustainable Resource Communities Act 2017*.

Seven core Study Areas were created to ensure target areas for the Project were adequately covered and compared to state averages. An additional two broader Study Areas were included with reference to economic impacts only.

**Table 2** Description of SIA Study Areas

Study Area	Geography
1	Baralaba Urban Centre Locality (UCL)
2	Moura UCL
3	Biloela UCL
4	Banana Local Government Area (LGA)
5	Woorabinda Aboriginal Shire
6	Central Highlands LGA
7	Queensland
E1	Gladstone LGA
E2	Rockhampton LGA

Study Areas 1, 2 and 3 represent the towns expected to be impacted most by the Baralaba South Project. Study Area 4 is the LGA on within which the Project is located, Study Area 5 represents the nearby Indigenous community, while Study Area 6 encompass the adjacent LGA. The additional broader study areas of Gladstone and Rockhampton LGAs were used when assessing economic components of the Project, such as labour force and business counts.

This Workforce Management Plan builds on the analysis and strategies provided in the SIA.

### 2.3 Consultation and Social Impact Management Plan Development

EIS and SIA consultation activities included face-to-face in-depth interviews, telephone interviews, community workshops and an online community survey with a range of stakeholders. These activities have informed the development of Social Impact Management Plans for the Project. Additional consultation was undertaken by Baralaba Coal Company to develop the following draft Social Impact Management Plans:

- Community and Stakeholder Engagement Plan
- Community Health and Wellbeing Plan
- Housing and Accommodation Plan



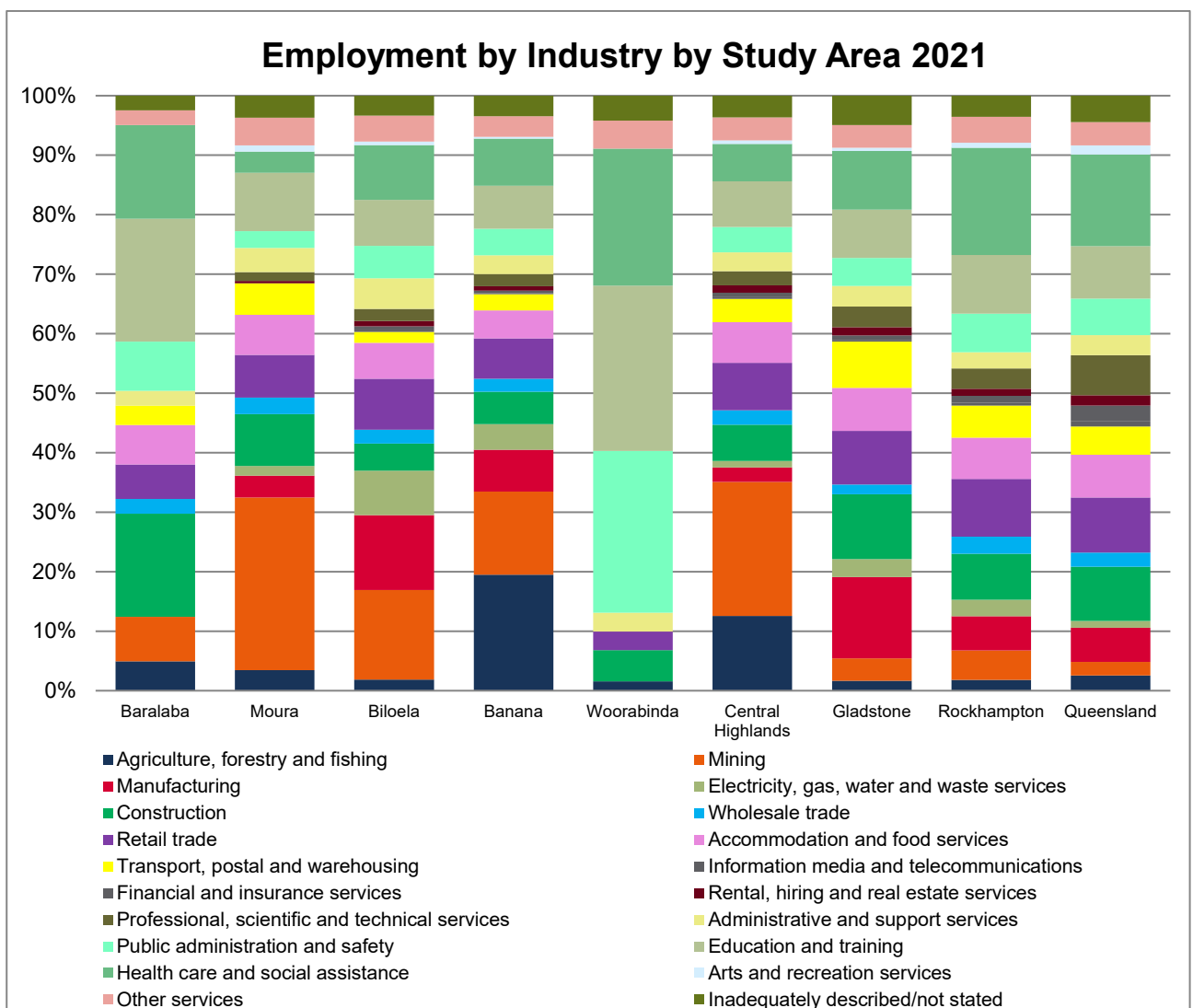
- Workforce Management Plan (this plan)
- Local Business and Industry Procurement Plan.

This Workforce Management Plan provides the opportunity for the community and stakeholders to provide further comments and feedback during the EIS assessment process.

### 3.0 Local Employment and Income Profile

2021 unemployment figures for the Banana and Central Highlands Study Areas were significantly lower than for the comparative economic Study Areas (Gladstone and Rockhampton) and Queensland. The Banana LGA unemployment rate was 2.8%, with Baralaba at 2.3%. Conversely, the Woorabinda unemployment rate was significantly higher at 21.7%. 2023 data indicates that Banana Shire is experiencing a similar unemployment rate in 2023, while Woorabinda’s unemployment rate has dropped significantly to 5.4%. In 2021, the regional Study Areas had lower proportions of part-time employees than the state’s 30.5% part-time workforce.

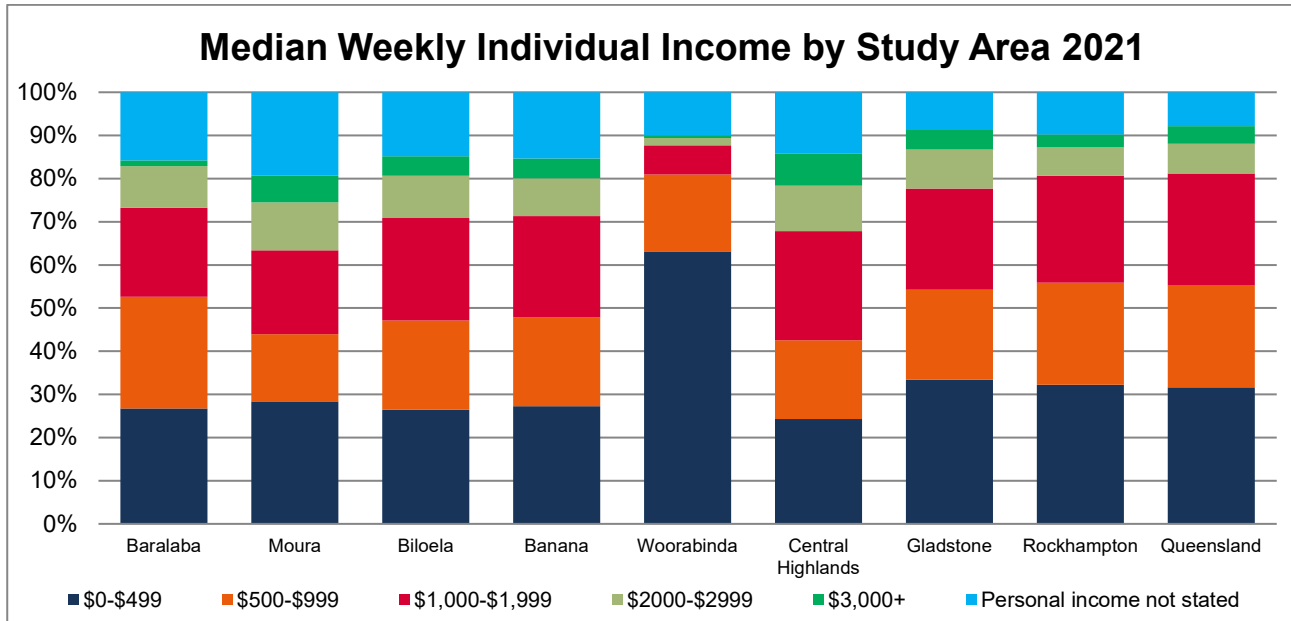
The predominant industries of employment in Baralaba were education and training, and construction, while mining was the largest industry in Moura and Biloela in 2021. Agriculture was the broader Banana LGA’s main industry of employment. Baralaba and Moura had higher proportions of machinery operators and drivers at the time of the 2021 Census, while ‘managers’ was the largest profession across the Banana LGA.



Based on place of usual residence. Source: ABS 2023 Census of Population and Housing.

Figure 2 Employment by industry and location

Some 11% of the Baralaba working population earned a median weekly individual income of more than \$2,000 per week in 2021, compared to 13.3% for the broader Banana LGA and 18.0% for the Central Highlands. In Woorabinda, only 2.3% of residents earned more than \$2,000 per week, with most earning less than \$500 per week. All Study Areas had similar proportions of households with median weekly incomes of between \$0 and \$999 in 2021, except Woorabinda, which had 59.3% of its residents in this household income bracket. The Central Highlands had the highest proportions of individuals earning more than \$3,000 per week and households earning more than \$4,000 per week.



Based on place of usual residence. Source: ABS 2021 Census of Population and Housing.

**Figure 3** Median weekly individual income by location

## 4.0 Project Workforce

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### 4.1 Construction Workforce

#### 4.1.1 Schedule

Construction of the mine will commence once the relevant Project approvals have been obtained. The bulk of construction activity will be undertaken over a 24-month timeframe, with some construction completion activities undertaken in the first year of production.

#### 4.1.2 Workforce Requirements

The Baralaba South construction workforce is estimated to peak at 268 in the first 12 months. This workforce has been broken down into five categories:

1. Civil works
2. Coal handling and preparation plant construction
3. Site buildings and Infrastructure construction
4. Equipment assembly
5. Camp management.

Occupations represented in the construction workforce will likely include:

- Earthmoving plant operators
- Structural steel and welding trades workers
- Professionals including geologists, managers, safety officers, engineers and environmental scientists
- Painting, plumbing and electrical trades workers
- Concreters
- Construction and mining labourers.

#### 4.1.3 Rosters

During construction, contractors will be engaged to carry out the Project construction works. It is anticipated that some construction activities would occur 24 hours a day, seven days a week. Shift duration is expected to be 12 hours with proposed rosters likely to be 21 days on and seven days off, or as agreed with the construction contractors and Baralaba South.

#### 4.1.4 SIA Findings

Given the specialised and temporary nature of work conducted in the construction phase, the SIA assumed:

- Rockhampton and Gladstone are likely to provide 95% of the workforce (being established major centres that are known to provide workforce and other resources to the mining and resources industry) and are communities within the broader region of the Project
- Rockhampton and Gladstone have the capacity to supply a workforce with the required skills
- Workers from Rockhampton and Gladstone are unlikely to relocate due to the temporary nature of the work
- The remaining 5% will be sourced from local communities.

As Gladstone and Rockhampton are outside a one-hour commute distance, all construction workers apart from those expected to be sourced locally, will require temporary accommodation.

The SIA also assessed the projected presence of non-resident workers and their potential impacts on local communities. If entirely located in Baralaba, the non-resident construction workforce would significantly increase the population, adding pressure on existing social infrastructure. Members of the community expressed concerns that the non-resident workforce might bring a range of problems, such as drug and alcohol use, increased crime and a disruption to community culture and way of life.

## 4.2 Operation Workforce

### 4.2.1 Schedule

The identified Project resource supports a mine with an operational life of up to 23 years.

### 4.2.2 Workforce Requirements

The Project operational workforce is estimated to peak at 521. In the first year, some 315 workers will be required (including haulage contractors), with the commencement of production ramping up to approximately 510 by year 2. Towards the end of the Project, there will be fewer workers required. Ramping down of the workforce will coincide with the reduction in mine production expected from year 21.

Occupations required by the Project will likely include:

- Machinery operators
- Truck drivers
- Tradespeople, including diesel fitters, boiler makers, electricians, plumbers, gasfitters and painters
- Engineers, surveyors, geologists
- Health, safety, environment, human-resources, and mine-management professionals
- Administrative staff.

The workforce can be categorised into three groups:

1. Mining staff and crew (approximately 89%)
2. Processing plant staff and crew (approximately 5%)
3. Other staff and crew (approximately 6%).

### 4.2.3 Rosters

The Project's operational hours will be 24 hours a day, seven days a week. Operational employees will work industry standard 12-hour or 12.5-hour shifts (dependent on shift change requirements), working seven days on and seven days off. Senior management will work on a five-day on (Monday to Friday), two-day off roster.

These rosters will be applicable to a local, drive-in/drive out (DIDO) and fly-in/flyout-out (FIFO) workforce. Notwithstanding the anticipated roster arrangements, Baralaba South or its contractors will consider alternative roster arrangements (e.g. eight days on, six days off) for particular work groups (e.g. technical services).

#### 4.2.4 SIA Findings

While it is not possible to accurately estimate the number of workers that will choose to relocate to live locally, the SIA assumes a 25% local operation workforce made up of existing residents and new recruits who opt to relocate to the local area.

The Baralaba South Project Housing and Accommodation Plan has been prepared for the Project to ensure housing and accommodation arrangements for the workforce:

- Do not contribute to significant affordability and availability impacts on housing and accommodation in local and regional communities
- Are well planned, enhance worker well-being, and do not place an excessive burden on existing infrastructure, facilities and services used by local and regional communities.

Most local communities have low unemployment rates and high workforce participation rates, which may pose a challenge to local recruitment. Conversely, Woorabinda Aboriginal Shire has a high level of unemployment. The Project will present an opportunity to provide training programs for Aboriginal and/or Torres Strait Islander people. Woorabinda Aboriginal Shire Council expressed interest in working with Baralaba Coal Company to establish a training program that would provide employment and improved the social conditions of their residents. In addition, the creation of training programs tailored to youth (including Aboriginal youth) would increase youth employment and assist in the attraction and retention of youth in the local area.

## 5.0 Stakeholders and Potential Partnerships

A list of stakeholders and potential partnerships relevant to implementation of the Workforce Management Plan is provided in Table 3.

The Project will regularly liaise with key workforce management stakeholders as part of implementing the Workforce Management Plan, and monitoring performance against the plan's objectives. The Baralaba South Community Consultative Committee will also provide a forum to seek broader community feedback on employment and training opportunities, workforce behaviour and integration.

**Table 3: Workforce Management Plan stakeholders and potential partnerships**

Stakeholder Category	Stakeholders or Potential Partnerships
Workforce	<ul style="list-style-type: none"> <li>Prospective employees</li> <li>Baralaba North employees</li> <li>Local communities</li> <li>Regional communities.</li> </ul>
Employment and training providers	<ul style="list-style-type: none"> <li>Employment and training providers</li> <li>Labour hire companies.</li> </ul>
First Nations stakeholders	<ul style="list-style-type: none"> <li>Gaangalu Nation People</li> <li>Gangulu Endorsed Parties</li> <li>Woorabinda Aboriginal Shire Council</li> <li>Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATSIPCA).</li> </ul>
Accommodation provider	<ul style="list-style-type: none"> <li>Baralaba WAV.</li> </ul>
Emergency services	<ul style="list-style-type: none"> <li>Queensland Police Service.</li> </ul>

*\* Refer to the Baralaba South Project Housing and Accommodation Plan for strategies relating to workforce housing and accommodation, and for stakeholders/partnerships relevant to housing and accommodation*

A Stakeholder Consultation Register will be used to:

- Record and maintain relevant stakeholder contact details
- Record the stakeholder consultation activities conducted for the Project (e.g. meetings, emails, telephone calls)
- Record enquiries relevant to workforce management, and mode of receipt (telephone, email, website, etc.)
- Assist in reporting workforce management initiatives and challenges.

All information will be collected and recorded in accordance with the Project's Privacy Policy.

## 6.0 Workforce Employment and Training

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### 6.1 Recruitment

The following recruitment hierarchy will be implemented for the Project:

1. Local residents who will commute daily from their homes (within one hour's drive from the Project)
2. People from other regions who will move to local towns and commute daily from their homes
3. People from nearby regional communities
4. People from other regions.

Preference will be given to recruiting employees for the Project from local and regional communities; however, given the size of the proposed construction and operation workforces, a proportion may need to be sourced from further afield.

Local and regional workers will be actively sought. Mechanisms for recruitment will include, but will not be limited to:

- Commissioning employment providers (e.g. employment agencies or labour-hire companies)
- Developing an entry level recruitment program
- Advertising.

As part of the procurement and contracting processes (for both construction and operation), principal and major contractors will be required to document their proposed local participation strategies and be consistent with the Workforce Management Plan. This will form a key input to the tender evaluation process.

Industry service providers and job seekers will be provided with timely notification regarding potential Project employment opportunities and the employment opportunities will be promoted widely. Potential mechanisms will include advertising on local media (e.g. local community pages), advertising on the proponent's or major contractors' websites, employment agency listings and advertising in local and regional papers.

To encourage local residents to pursue a career in the mining industry, an Entry Level Recruitment Program will be developed. Potential candidates for the program would:

- Live within an hours' drive of the Project
- Provide proof of local address (e.g. lease agreement, electricity bill or drivers licence)
- Have a current drivers licence.

The level of experience required will be specified and may range from specific industry experience to any work experience, to no experience. Candidates would be short-listed against the application criteria and screened.

### 6.2 Diversity

The Project will provide equal opportunities for employment and will recruit based on candidates' skills, potential skills and job suitability without regard to gender, race or disability status. As a component of its recruitment strategy, the Project's equal employment opportunity and local employment focus will be promoted to surrounding communities to encourage local participation in the Project, including participation by under-represented groups. The Project will aim to create an environment of fairness and equity that leverages the unique skills and abilities of its employees – regardless of their age, background or beliefs.

A Diversity Policy will be developed prior to construction and will recognise that strength is derived from diversity, inclusion, and equal opportunity. The Project will be committed to developing a talented and diverse workforce that represents the wide range of cultures and talents in the community. In doing so, the



Project will aim to create a supportive and understanding workplace in which all individuals feel welcome, respected and heard, and where they can realise their full potential regardless of their background, age, gender or ethnicity. The Project will also develop proactive initiatives to support and encourage employment opportunities for under-represented groups.

Recruitment and selection processes and procedures will clearly outline the mandatory requirements and standards that must be followed when decisions are made to employ people, including relevant legislation (such as anti-discrimination). Following appointment, all Baralaba South employees will complete a thorough on-boarding process that incorporates the Project's Diversity Policy and Code of Conduct.

### 6.3 Training Strategy

Training opportunities will be provided to attract unskilled and semi-skilled local employees. The training opportunities offered may include traineeships, apprenticeships and/or general on-the-job training.

As part of the procurement and contracting processes (for both construction and operation), principal and major contractors will be required to document their proposed training strategies and be consistent with the Workforce Management Plan. This will form a key input to the tender evaluation process.

The Project will work with entities such as the Department of Youth Justice, Employment, Small Business and Training, TAFE and various Registered Training Organisations to implement a broad spectrum of training programs – both through funded Vocational Education and Training (VET) programs and Project-specific initiatives – to attract, develop and retain both skilled and unskilled workers.

Business as usual will include traineeships, apprenticeships and graduate programs, as well as participation in local school-to-work initiatives, as appropriate. This may include pre-vocational training and job-ready education programs for local and First Nations candidates, including:

- Literacy, language and numeracy
- Work skills and life skills
- Safety induction
- Resources and Infrastructure Industry national competencies
- Information technology
- Workplace communication
- First aid
- Fitness for work.

A Training and Development Plan will be developed and implemented prior to the commencement of Project operation.

### 6.4 Indigenous Participation

Baralaba Coal Company recognises the challenges that First Nations people face in accessing employment and training opportunities. The Project's approach to Indigenous engagement will aim to address barriers to meaningful employment and participation in the Project and ultimately, the broader resources sector.

The Project will proactively encourage local First Nations employment and will seek to develop partnerships with key stakeholders, such as the Gaangalu Nation People, Woorabinda Aboriginal Shire Council and DTATSIPCA, in developing and implementing its resourcing strategy.

This will include working with stakeholders to identify potential candidates for training and employment and DTATSIPCA to access its database of local Indigenous people looking for work and collaborating on recruitment and training processes.

The Project will also explore industry programs that have been developed and implemented at other mining operations to encourage and support First Nations participation, such as the Thiess-Wesfarmers-Salvation Army 'Oothungs (Sisters) in Mining' Program, as well as the services of additional employment agencies and group training organisations (such as the Aboriginal Employment Strategy) to source, train and support potential Indigenous employees.

All recruitment activities will recognise the need to demonstrate understanding of and respect for the social, economic and cultural issues that affect Aboriginal and Torres Strait Islander people. The Project will conduct cultural-awareness training for all employees during both the construction and operational phases.

## 6.5 Participation by People with Disabilities

Baralaba Coal Company understands that the term 'disability' can often be misunderstood, resulting in barriers to employment. Employment services that provide disability employment services provide the Project with the opportunity to identify, train and recruit potential candidates who may have a disability, injury or health condition. Potential partnerships include, but are not limited to, MAX Employment and APM Disability Services and Support located in Biloela.

## 6.6 Workforce Employment and Training Registers

The Project will maintain a Workforce Register to record:

- Employee contact details
- Employee place of origin
- Employee residential address during their employment
- Employee qualifications and skills
- The mechanism of recruitment (e.g. labour hire, employment agency, entry level recruitment program, proponent or contractor advertising, disability employment service)
- Whether the employee identifies as Aboriginal or Torres Strait Islander.

The Project will also maintain a Workforce Training Register to record the type of training conducted (e.g. traineeship, on-the-job training, job-ready education program).

## 6.7 Workforce Employment and Training Action Plan

Table 4 outlines the proposed workforce employment and training action plan, including applicable stakeholders, monitoring and performance indicators. The Project will regularly liaise with key workforce management stakeholders to monitor Baralaba South local and Indigenous employment performance. The Baralaba South Community Consultative Committee will also provide a forum to seek broader community feedback on workforce behaviour and integration.

**Table 4 Workforce Employment and Training Action Plan**

Objective	Action	Responsibility	Stakeholders/ Potential Partnerships	Timing	Monitor	Monitoring frequency	Performance Indicator
Maximise local employment through implementation of recruitment hierarchy	Promote and advertise opportunities locally through online sources, local and regional papers, community Facebook pages, company website and/or physical locations to allow local access	Proponent/ Principal Contractor	Local and regional communities, employment providers	Prior to construction, during construction and operation	Maintain a workforce employment register and monitor workforce number and composition	Bi-annual during construction, annual during operation	Local workers have been actively sought Operation workforce is 25% local
	Work with employment providers to assess and meet Baralaba South employment needs and to recruit local residents						
	Work with employment providers to develop and implement entry level recruitment program(s) for the Project						
	Develop and maintain a workforce employment register	Proponent/ Principal Contractor	Local and regional communities, employment providers	During construction and operation	Monitor maintenance of workforce employment register	Bi-annually	Workforce employment register has been developed and maintained

Objective	Action	Responsibility	Stakeholders/ Potential Partnerships	Timing	Monitor	Monitoring frequency	Performance Indicator
Provide equal opportunity employment	Develop and implement the Baralaba South Diversity Policy	Proponent/ Principal Contractor	Local and regional communities, employment providers	Prior to construction, during construction and operation	Audit of employment practices against the Diversity Policy	Annually	Diversity Policy has been developed and implemented  Employment practices are consistent with Diversity Policy
Improve skills and capacity of local and regional communities and existing workforce by providing training opportunities	Provide and communicate training opportunities to the local and regional community	Proponent/ Principal Contractor	Local and regional communities, employment and training providers, Gaangalu Nation People, Woorabinda Aboriginal Shire Council, DTATSIPCA	Prior to construction, during construction and operation	Maintain a workforce training register and monitor number and type of training provided	Annually	Training opportunities communicated  Training opportunities provided
	Work with Queensland Government and specialist employment agencies to identify initiatives to enhance training and employment opportunities for First Nations Australians, people with a disability and other under-represented groups		Employment and training providers, Gaangalu Nation People, Woorabinda Aboriginal Shire Council, DTATSIPCA	Prior to construction, during construction and operation			Baralaba South Diversity Policy applied  Initiatives implemented to encourage workforce participation from under-represented groups
	Identify, implement and communicate First Nations training and employment opportunities	Proponent/ Principal Contractor	Employment and training providers, Gaangalu Nation People, Woorabinda Aboriginal Shire	Prior to construction, during construction and operation	Maintain a workforce training register and monitor number and type of training provided	Annually	First Nations training and employment opportunities identified and offered

Objective	Action	Responsibility	Stakeholders/ Potential Partnerships	Timing	Monitor	Monitoring frequency	Performance Indicator
			Council, DSDSATSIP				Operation workforce is 4% Aboriginal and/or Torres Strait Islander
	Work with First Nations stakeholders to identify potential candidates for training and employment at the Project		Gaangalu Nation People, Woorabinda Aboriginal Shire Council, DTATSIPCA	Prior to construction, during construction and operation			First Nations candidates identified and engaged with Appropriate mentoring program in place to support First Nations trainees/employees
	Include cultural-awareness training in the Project's mandatory employee induction program		Baralaba South Employees	Prior to construction, during construction and operation	Monitor induction program	Annually	Cultural awareness component of induction program implemented
	Develop and maintain a workforce training register		Baralaba South Employees	During construction and operation	Monitor maintenance of workforce training register	Bi-annually	Workforce training register has been developed and maintained

## 7.0 Workforce Health and Wellbeing Strategy

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### 7.1 Healthy Workplace Policy

The Project will develop and promote an overarching Healthy Workforce Policy, aligned with the Mineral Council of Australia's *Blueprint for Mental Health and Wellbeing*, to support the health, safety and wellbeing of its employees. This will be underpinned by other mandatory policies, such as:

- Health and Safety Policy
- Equal Opportunity and Discrimination Policy
- Diversity and Inclusion Policy
- Performance Management Policy
- Bullying and Harassment Policy.

Key employee health and wellbeing programs, such as fatigue management and employee assistance services, will play key roles in applying these policies:

### 7.2 Fatigue Management

Fatigue is known as a condition that can impair an individual's fitness for work. Common symptoms of fatigue include loss of alertness, impaired decision making, inability to assess and respond to risks and hazards, and short periods of involuntary sleep (micro sleeps). Fatigue can be caused by a range of work and non-work-related factors, including a lack of adequate sleep, physically or mentally demanding activities, alcohol, other drugs (prescription and non-prescription) and illness or disease. To ensure the health and safety of its workforce, the Project will implement a Fitness for Work Policy, which will include fatigue management.

Managers, supervisors and workers will be provided with fatigue management training that includes:

- Effects of fatigue and how to recognise them
- Circumstances and activities that can result in fatigue
- Fatigue-management measures, including those that can be undertaken by the individual (e.g. sleep) and those implemented for the Project (e.g. fatigue risk assessment and roster selection).

Employees who do not choose to live locally will be accommodated in the Baralaba accommodation camp. This facility offers the shortest travelling time (approximately 10 minutes to and from the Project site), minimising the length of the working day for workers staying at the camp. Individual air-conditioned rooms, with an ensuite will be provided for workers at the Baralaba WAV.

### 7.3 Employee Assistance Program

Employees and their families will have access to an independent, confidential and professional counselling service for assistance in resolving work or family issues. The Employee Assistance Program will provide an opportunity for employees and/or immediate family to talk to a qualified counsellor who can offer support, advice, guidance and new perspectives on a wide range of problems, including:

- Emotional and relationship difficulties
- Conflict at work or home
- Concern for family members
- Alcohol and other drug problems
- Grief

- Workplace bullying or harassment
- Work-related issues.

## 7.4 Other Employee Support Initiatives

In addition to its own employee-support programs, the Project will promote government initiatives such as the '13 HEALTH' confidential telephone services, RUOK? culture, Quitline and the Alcohol and Drug Information Service (ADIS).

## 7.5 Employee Engagement

The Project will encourage positive employee behaviour through internal communication campaigns aimed at the workforce, including:

- Information/awareness campaigns with specific focus areas (e.g. community health and wellbeing, safety, etc.), supported by communication tools such as toolbox talks and on-site noticeboards
- Project newsletters to keep team members informed of Project progress, while highlighting key themes such as safety leadership and community engagement
- For locally based employees, family-friendly events to promote inclusivity, team building and employee wellbeing.

## 7.6 Workforce Health and Wellbeing Action Plan

Table 5 outlines the proposed workforce health and wellbeing action plan, including applicable stakeholders, monitoring and performance indicators.

**Table 5 Workforce Health and Wellbeing Action Plan**

Objective	Action	Responsibility	Stakeholders/ Potential Partnerships	Timing	Monitor	Monitoring frequency	Performance Indicator
Support the health and wellbeing of Project employees	Implement and enforce Healthy Workforce Policy and supporting policies	Proponent/ Principal Contractor	Employees	During construction and operation	Monitor the number and nature of incidents	Monthly	Policies are communicated to employees and enforced
	Comply with all relevant health and safety legislation	Proponent/ Principal Contractor	Employees	During construction and operation	Health and safety reporting to management for review	Monthly	Compliance with health and safety legislation
	Reduce likelihood of occupational fatigue and diminished wellbeing associated with DIDO through implementing a Fitness for Work Policy, which includes fatigue management	Proponent/ Principal Contractor/ Employees	Employees	During construction and operation	Monitor the number and nature of incidents relating to fitness to work and fatigue Incident reporting provided to management for monthly review	Monthly	Fitness for Work Policy communicated to employees Fitness for Work Policy implemented
	Implement drug and alcohol testing systems	Proponent/ Principal Contractor	Employees	During construction and operation	Monitor the implementation of testing systems Data generated through testing regime provided to management for monthly review	Monthly	Drug and alcohol testing systems are in place and are communicated to employees
	Provide onsite medical and first aid facilities in line with	Proponent/ Principal Contractor	Employees	During construction and operation	Incident reporting provided to	Monthly	First aid/medical treatment facilities provided on site



Objective	Action	Responsibility	Stakeholders/ Potential Partnerships	Timing	Monitor	Monitoring frequency	Performance Indicator
	the requirements of Health regulations				management for review		
	Provide an Employee Assistance Program to support employees in issues that impact workplace performance and continuity of focus during shifts and rosters	Proponent/ Principal Contractor	Employees/employee assistance program providers	During construction and operation	Monitor the use (numbers) of workers that seek assistance through the program	Annually	Employee Assistance Program communicated and made available to all employees
	Explore flexible work arrangements which enable improved work/family balance for local employees	Proponent/ Principal Contractor	Employees and their families	During operation	Monitor the provision of flexible work arrangements	Annually	Flexible work arrangements explored
	Implement an internal communications and engagement program that includes regular Project updates and family-inclusive social functions	Proponent/ Principal Contractor	Employees and their families	During operation	Audit of communications and engagement program	Every two years	Project updates and family inclusive social functions are provided
	Hold family-friendly events to promote inclusivity, team building and employee wellbeing	Proponent/ Principal Contractor	Employees and their families	During operation	Monitor the events held to promote inclusivity, team building and employee wellbeing	Every two years	Family-friendly events held
	Work with camp accommodation provider to encourage and support workforce health programs (e.g. mental health and drug and alcohol use)	Proponent/ Principal Contractor	Employees/Baralaba accommodation camp	During construction and operation	Meeting with accommodation provider to review performance	Annually	The Proponent or Principal Contractor has worked with the camp accommodation provider to provide high quality of workforce accommodation

## 8.0 Workforce Behaviour Management Strategy

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Baralaba South employees will be encouraged to act as advocates for the Project, whether they reside locally or commute and use temporary accommodation. This will include a comprehensive induction process comprising a strict Code of Conduct consistent with community values.

Employees will be encouraged to participate in community life and integrate with the local community through community services and sporting organisations.

### 8.1 Code of Conduct

A Workforce Code of Conduct will be developed prior to construction and will be appended to the Workforce Management Plan. The purpose of the Workforce Code of Conduct will be to inform Project employees of the standard of behaviour expected of them:

- On work sites (including private property)
- At the Baralaba WAV
- When interacting with community members and stakeholders
- When travelling to and from work
- In local towns and surrounding areas
- During travel on rest and recreation.

A serious or repeated breach of the Code may result in summary dismissal and the immediate withdrawal of accommodation – irrespective of whether the breach was committed on work sites, in towns or communities in the vicinity of work sites, in the WAV, travelling to and from work, on lease and off-lease areas, or during travel to and from the Project employee's point of hire.

### 8.2 Project Induction

The Project induction will be a key tool to communicate with all employees, as the induction will be compulsory before the employee can commence work on-site.

In addition to technical, safety and environmental information, the mandatory induction will include key social considerations such as:

- Overview of local communities, including community events and organisations that would be of interest to employees who have relocated with their families to the area
- Project efforts to benefit local communities through local industry participation, Indigenous participation and community involvement/investment
- Each employee's role will be as a Project ambassador, with the expectation that they behave as a member of the local community (as if it were their own community) and abide by the Code of Conduct.

Cultural awareness and sensitivity training will also be provided to enable employees to work effectively with First Nations colleagues, subcontractors, suppliers and local communities.

## 8.3 Workforce Behaviour Management Action Plan

Table 6 outlines the proposed workforce behaviour management action plan, including applicable stakeholders, monitoring and performance indicators.

**Table 6 Workforce Behaviour Management Action Plan**

Objective	Action	Responsibility	Stakeholders/ Potential Partnerships	Timing	Monitor	Monitoring Frequency	Performance Indicator
Enhance community cohesion	Develop and implement Workforce Code of Conduct	Proponent/ Principal Contractor	Employees	Prior to construction, during construction and operation	Audit of induction program and other initiatives to inform employees of Code of Conduct	Bi-annually during construction, annually during operation	Code of Conduct implemented
		Proponent/ Principal Contractor	Employees	During construction and operation	Assess employees' Code of Conduct awareness level	Bi-annually during construction, annually during operation	Employees are familiar with Code of Conduct expectations
		Community Relations Officer	Local community	During construction and operation	Monitor stakeholder and community complaints and report antisocial or disruptive behaviour to Project Manager/General Manager	Daily	Antisocial or disruptive workforce behaviour in the local community is addressed
		Community Relations Officer	Local community	During construction and operation	Reporting of number of incidents relating to workforce behaviour in the community to Project Manager/ General Manager	Monthly during construction, monthly during operation	Reported incidents of antisocial or disruptive workforce behaviour in the local community are low
		Community Relations Officer	Local Police	During construction and operation	Consult with police to identify antisocial or disruptive behaviour	Bi-annually	Meeting held with police to review workforce behaviour

Objective	Action	Responsibility	Stakeholders/ Potential Partnerships	Timing	Monitor	Monitoring Frequency	Performance Indicator
		Community Relations Officer	Local community	During construction and operation	Structured community satisfaction assessment of employee behaviour	Bi-annually during construction, annually during operation	Community satisfaction assessment conducted and findings reported to Project Manager/General Manager
	Incorporate social considerations in the Project Induction Program to educate employees on local community values and general behaviour expectations	Proponent/ Principal Contractor	Employees	Prior to construction, during construction and operation	Audit workforce induction program	Prior to construction, bi-annually during construction and annually during operation	Social considerations included in Project Induction Program
	Implement the Workforce Code of Conduct	Proponent/ Principal Contractor	Local community, Baralaba WAV	During construction and operation	Consult with Baralaba WAV to identify antisocial or disruptive behaviour	Bi-annually	Code of Conduct implemented at Baralaba WAV  Meeting held with Baralaba WAV to review workforce behaviour

## 9.0 Plan Review and Revision

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The Workforce Management Plan will be active throughout the life of the Project; it will be reviewed annually and if necessary, revised to ensure the plan is updated on a regular basis, and for continual improvement.

The revision status of this plan will be detailed in the Document Management section of this plan.