



# Wandoan Coal Project

## Social Impact Management Plan

May 2011

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## Glossary of Terms

BIBO.....	Bus In/Bus Out
CHMP.....	Cultural Heritage Management Plan
CRG.....	Community Reference Group
DERM.....	Department of Environment and Resource Management
DIDO .....	Drive In/Drive Out
EIS .....	Environmental Impact Statement
FIFO .....	Fly In/Fly Out
ML.....	Mining Lease
MLA .....	Mining Lease Area
NGO .....	Non-Government Organisation
OESR .....	Office of Economic and Statistical Research
ORPP .....	Other Resource Project Proponents
PB .....	Parsons Brinckerhoff
QME .....	Queensland Minerals and Energy Academy
QR.....	Queensland Rail
SRC.....	Resource Communities
SIMP.....	Social Impact Management Plan
SBR .....	Surat Basin Rail
WPMT .....	Wandoan Project Management Team
XC.....	Xstrata Coal
XCQ.....	Xstrata Coal Queensland
WDRC.....	Western Downs Regional Council
WJV.....	Wandoan Joint Venture
WOW .....	Window on Wandoan newsletter

## 1 Introduction and Social Impact Management Plan elements

This Social Impact Management Plan (SIMP) covers activities to be undertaken during construction of the Wandoan Coal Project (the Project) and the beginning of operations. The plan takes the positive and negative social impacts identified in the Project EIS and the social and community-related commitments made by the Project in the EIS, and incorporates them into a comprehensive management plan. The plan also aligns with Xstrata plc standards and policy, including the Xstrata Coal Social Framework and Xstrata Coal Queensland Social Involvement Plan.

The plan is a dynamic document and will be updated periodically to best direct the efforts of Xstrata Coal Queensland Pty Ltd (XCQ) as operator of the Wandoan Joint Venture (WJV) to manage the social impacts of the Wandoan Coal Project. Both these impacts and the stakeholders involved may change over time as the Project develops and its effects, which can now only be estimated and predicted, begin to make changes in the Wandoan district and beyond.

Therefore, XCQ will regularly gather feedback from stakeholders throughout the life of the Project on how its social impacts should be best managed by the company in collaboration with all levels of government, community organisations and the local community itself.

The Project's Community Reference Group (see section 4.2.1) will play a key role in the management and monitoring of this Social Impact Management Plan (SIMP). The group will work with XCQ to determine potential social impacts and mitigation strategies associated with the Project, as is consistent to that outlined within the Project EIS. Recommendations by the Group shall be incorporated into the SIMP and will assist in monitoring and measuring the cumulative impacts of the Project on the local community through the SIMP.

XCQ is also aware that other resource companies are planning to develop coal, natural gas and infrastructure projects in the Wandoan district and throughout the Surat Basin. If developed, these projects will also have social impacts. At the present time XCQ cannot determine precisely what the cumulative impacts of these developments will be on the communities of Wandoan, the Surat Basin and the Darling Downs. If developed, it is an expectation of XCQ that those other projects will also be managed in collaboration with all proponents, government, community organisations and the affected communities. This work may also create a need for this SIMP to be updated and revised in order for it to remain a useful tool for both XCQ and community stakeholders.

Key **elements** of the plan include:

- Defining the location, scope and timing of the Project
- Referencing relevant information from the Project EIS and Supplementary EIS
- Identifying key stakeholders
- An overview of XCQ's community engagement including key corporate social involvement commitments and activities
- Maintaining processes for ongoing community engagement to ensure community input can assist in the development of appropriate social impact management strategies
- Outlining how XCQ will continue to engage with stakeholders to ensure a timely two-way flow of information
- Continuing strategic corporate social investment initiatives
- An outline of how XCQ will continue to manage stakeholder inquiries and complaints
- Identifying potential impacts and benefits for the community from the Project (based on the EIS Social Impact Assessment, EIS economic studies and population projections and employee accommodation strategies)

- Outlining appropriate social impact management strategies, actions and responsibilities.

## 2 Project summary

Xstrata plc (Xplc) is a globally diversified mining company operating as six separate international commodity businesses: Xstrata Coal (XC), Xstrata Alloys, Xstrata Copper, Xstrata Nickel, Xstrata Zinc and Xstrata Technologies. The Xstrata group has approximately 45,000 employees world-wide (including contractors) in operations and projects in 19 countries.

### **Xstrata Coal:**

Xstrata Coal is the world's largest exporter of thermal coal and one of the largest producers of hard coking coal, producing both premium quality hard coking coal and semi-soft coal.

Headquartered in Sydney, Australia, Xstrata Coal has interests in over 30 operating coal mines throughout Australia, South Africa and Colombia. It is a wholly owned subsidiary of Xstrata plc.

The Company employs more than 16,000 people (including contractors) across its underground and open cut mines, the majority of which are located in the NSW Hunter Valley, QLD's Bowen Basin and the Witbank area in South Africa.

The company continues to play a key role in community, education and skills development in each of the countries in which it operates.

The Queensland coal operations managed by Xplc's wholly owned subsidiary based in Brisbane, Xstrata Coal Queensland (XCQ), are:

### **Emerald Region**

- Oaky Creek North Underground Operation
- Oaky Creek #1 Underground Operation

### **Mackay Region**

- Newlands Coal Surface Operation
- Newlands Northern Underground Operation
- Collinsville Coal Operation
- Abbot Point Coal Terminal
- Sarum Coal Project

### **Southern Region**

- Rolleston Coal Open Cut Operation
- Rolleston Coal Expansion Project
- Wandoan Coal Project.

For more information on Xstrata Coal see [www.xstrata.com](http://www.xstrata.com).

### **The Project**

The Wandoan Coal Project (the Project) is proposed to be developed by the Wandoan Joint Venture and managed by the Wandoan Coal Project Management Team (WCPMT). The joint venture partners are Xstrata Coal Queensland Pty Ltd (75%), ICRA Wandoan Pty Ltd (12.5%) and Sumisho Coal Australia Pty Ltd (12.5%). XCQ is the manager of the joint venture.

The Wandoan Joint Venture currently holds a number of Mineral Development Licences. The Project covers the existing mineral development licence area MDL 221 and 222. Further MDLs, 223 and 224 make up over 3,000 square kilometres of exploration tenure in the Wandoan Taroom District.

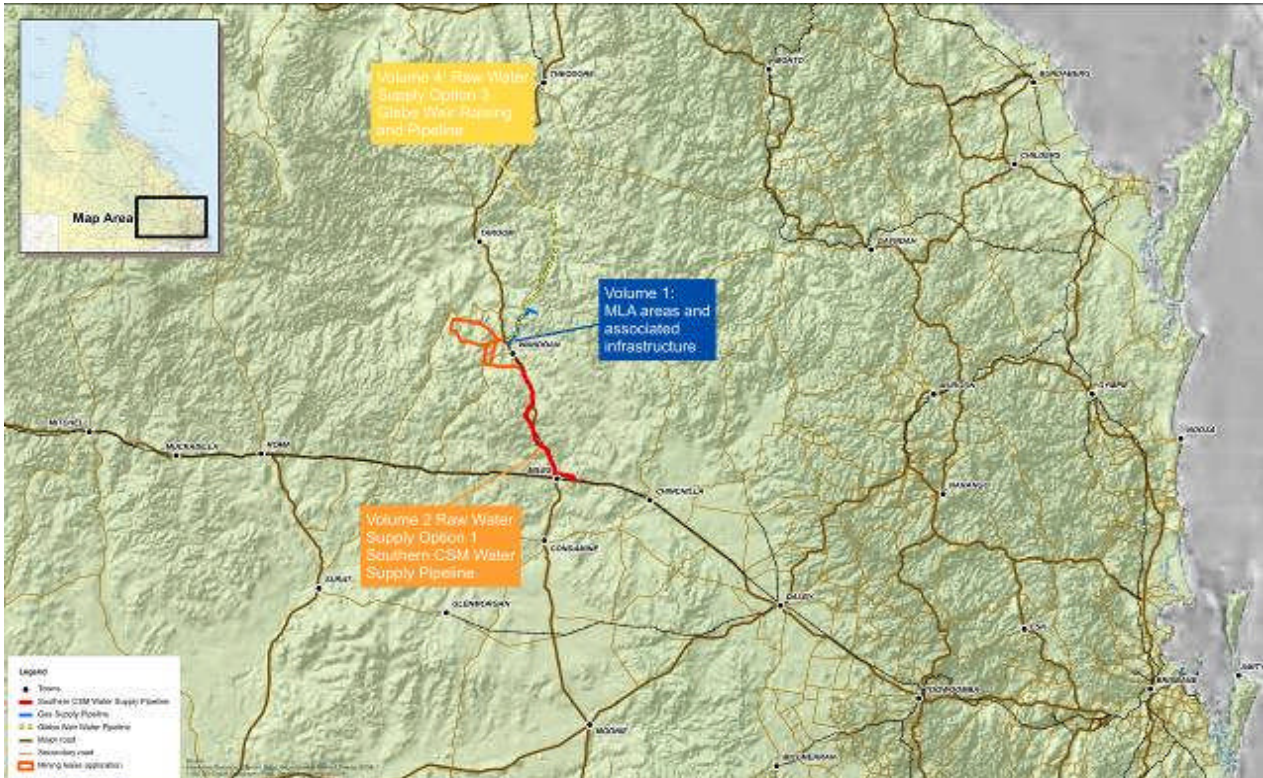
Three mining lease applications were lodged in May 2007 covering approximately 32,000 hectares.

## 2.1 Location of the Wandoan Coal Project

The Project is situated immediately west of the Wandoan township (population 450), and is located in the Western Downs Regional Council area. The Project is approximately 350 km northwest of Brisbane and 60 kilometres south of Taroom as shown in Figure 1.

Volume numbers on the map below show what volumes of the Wandoan Coal Project EIS and Supplementary EIS relate to various elements of the proposed Project.

**Figure 1: Wandoan Coal Project Location and EIS references.**



## 2.2 Project summary

The proposed Project will:

- Comprise an open cut coal mine using a combination of truck and excavator, dozer and dragline mining equipment,
- Initially produce in excess of 30 Mtpa run of mine (ROM) coal with an expected life of over 30 years; and
- Produce thermal coal for export markets and possibly domestic markets.

## 2.3 Project study area

Information on the community immediately surrounding the proposed Wandoan Coal Project, the “study area”, and the broader region can be found in Chapters 4 and 21 of the project’s EIS and Supplementary EIS and in the Social Impact Assessment Technical Report (EIS Volume 1, book 5 technical report 21-1) and in the related appendices.

The study area has been defined as including the communities within the postcodes of 4418 and 4419. This area includes the townships of Wandoan, Guluguba and Grosmont, which are situated along the Leichhardt Highway between Miles and Taroom. It is understood that potential impacts may extend beyond this area to adjacent communities over the life of the Project.

## 2.4 Existing social environmental values and statistics

Statistics and information on existing social environmental values for the Project study area can be found in Chapters 4 and 21 of Volume 1 of the Project's EIS and Supplementary EIS and in the Social Impact Assessment Technical Report (EIS Volume 1, book 5 technical report 21-1) and in the related appendices. The social environment includes housing, education, recreation, health, emergency services and community support facilities as well as the community values and social interaction.

### 2.4.1 Population

At the time of the 2006 Census the study area had a population of 918, with a relatively even distribution of genders (50.5% male and 49.5% female). The population of the study area has been declining since 1996. Between 2001 and 2006, the study area experienced a 24.7% decline in population. Population projections by the Department of Local Government and Planning predicted that without the forecast growth associated with resource development the area would experience minimal population growth over the next 10 to 20 years.

The study area has a lower proportion of people aged between 14 and 40 than the Queensland average. This is likely to be a reflection of there being fewer education, training and employment opportunities available in the area for people in these age groups. This trend may also be influenced by the limited economic ability of family-owned farming enterprises to support multiple generations of owner families.

The 40-44 age group was the largest in the study area (8.7%), with the next largest being the 10-14 age group (8.4%). The proportion of young people residing in the study area tends to decrease as children reach their mid teens. This trend is likely to be associated with the lack of education opportunities in regional areas.

The study area has a small indigenous population of 0.7% compared to 2.5% in the region and the State. The majority of the study area's population (92.7%) were born in Australia, compared to 75.2% of all Queensland residents.

### 2.4.2 Households and housing

The study area's population has higher rates of continuance of residence (i.e. reside at the same address as five years previously) than the State average. There is also very little interstate or international migration in the area.

There is a strong sense of family within the study area. Over half the area's population identify themselves as being couple families with children. Of these, a high proportion are married. The 2006 Census data shows 62.5% of the population over 15 are married, across Queensland 49.1% of this population are married. There are significantly fewer one-parent families in the area than in the rest of the State (8.7% compared to 15.9% in Queensland).

Separate houses are the most common form of dwelling in the study area (94.7%). Census data from 2006 indicates that 28.8% of these were unoccupied. More houses are fully owned in the study area (46.3%) than across Queensland as a whole (30.4%). The study area has a similar proportion of rental properties (29.2%) as does the State as a whole (30%). Census data shows rents and loan repayments in the study area were well below state averages at that time (\$41 rent per week compared to \$200 Queensland average), however, this does not account for informal agreements between landlords and tenants where low-rent accommodation may be part of a broader agreement regarding employment or contribution to a family-owned farming enterprise.

### 2.4.3 Employment, industry and income

The study area has high rates of workforce participation and low unemployment. In the area 40.3% of males are in the workforce and 29.8% of females, compared to 31.8% of males and

27.15% of females in Queensland. Most work in the agricultural industry. Census data shows a high percentage of people work as land managers; this reflects the high number of people who manage family-owned farms and other agricultural enterprises. Farms are predominantly cattle-grazing enterprises. There is also some cropping evident within the region, although crops are more often than not planted in years of good rainfall.

The median household income per week in Wandoan is approximately \$692, and is about 30% lower than the State average (\$1,033). Median individual income is approximately \$409 which is deemed to be lower than that of the State average (\$476).

#### 2.4.4 Education

A large proportion (39.7%) of residents residing within the study area are educated to a year 10 (or equivalent) level, with 25% of people being educated to a year 12 standard. Approximately 19.7% of residents possess a Bachelors Degree and 1.5% have post-graduate qualifications. In comparison across Queensland, more people are educated to a year 12 level (41.3%) and about the same number have a Bachelors Degree (19.8%).

#### 2.4.5 Social characteristics

Residents of the study area describe themselves as being very community-focussed. They have strong social connections and enjoy the rural lifestyle they share. Many people do volunteer work in the community. The close proximity of many rural properties to the town allows for a robust social life with many sporting and social clubs operating and providing regular events and activities. Many report that the community is a good place to raise children. Many residents have lived in the area for most, if not all of their lives.

Retail facilities in the study area are typical of regional communities with businesses catering for local needs.

Access to primary schooling in the region is considered good, although enrolment numbers in many schools are small. Wandoan State School provides Prep to year 10 schooling. The closest year 11 and 12 schooling is at Miles State High School. As this is too far from many rural properties to allow daily travel, many students attend boarding school in Toowoomba or beyond for either all of their high school years or just years 11 and 12. There are no higher or tertiary related education facilities located in the study area.

### 2.5 Potential economic contribution

Information on the Project's potential economic contribution to the regional, state and national economies can be found in Chapters 21, 22 and 26 of Volume 1 the Project's EIS and Supplementary EIS, in the Social Impact Assessment Technical Report (EIS Volume 1, book 5 technical report 21-1), in the Economics Technical Report (EIS Volume 1, book 5 technical report 22-1) and in the related appendices.

For the economic assessment of the project's potential impacts, the 'regional' area is defined as the regions of the Wandoan locality – namely the former Taroom, Chinchilla, Murilla and Banana Shires.

Economic modelling shows that if it is developed, the Project has the potential to provide significant opportunities for the surrounding communities and the Queensland economy, via its potential for new employment, infrastructure improvements, Government royalties and flow-on effects to businesses in the local Taroom, Wandoan and Miles areas.

It is expected that during construction up to 1,300 jobs will be created in order to build the initial mine infrastructure and that there will be a flow-on effect that will generate up to 210 further jobs in the local region. It is anticipated that on average between AUD\$10 million and AUD\$14 million will be spent locally each year on the purchase of goods and services involved in the construction of the mine.

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Once the mine is operational, 754 permanent jobs and 90 contract maintenance jobs will be created on the mine site. In addition, there will be a flow-on effect that will generate between an estimated 150 to 200 permanent jobs in the local region. It is anticipated that, on average, between \$13 million and \$16 million will be spent locally each year on the purchase of goods and services to support the mine's ongoing operations.

The project will also result in:

- Greater private sector investment in the Wandoan area;
- An increase in the number and type of businesses in the region;
- A return to population growth to help reverse the current trend of declining population in the region;
- Payment of rates to the Western Downs Regional Council is expected to assist in providing a wide range of services to benefit the local community, including road upgrades and development, cultural and sporting facilities, as well as community and economic development services; and
- The payment of more than \$10 billion in taxes and royalties over the 30-year life of the mine.

All of these things will help the Wandoan economy transition from being solely reliant on agriculture, to being a robust, mixed economy with strong foundations in mining, service provision, infrastructure and agriculture. Mining will not replace farming, but help create a strong mixed local economy.

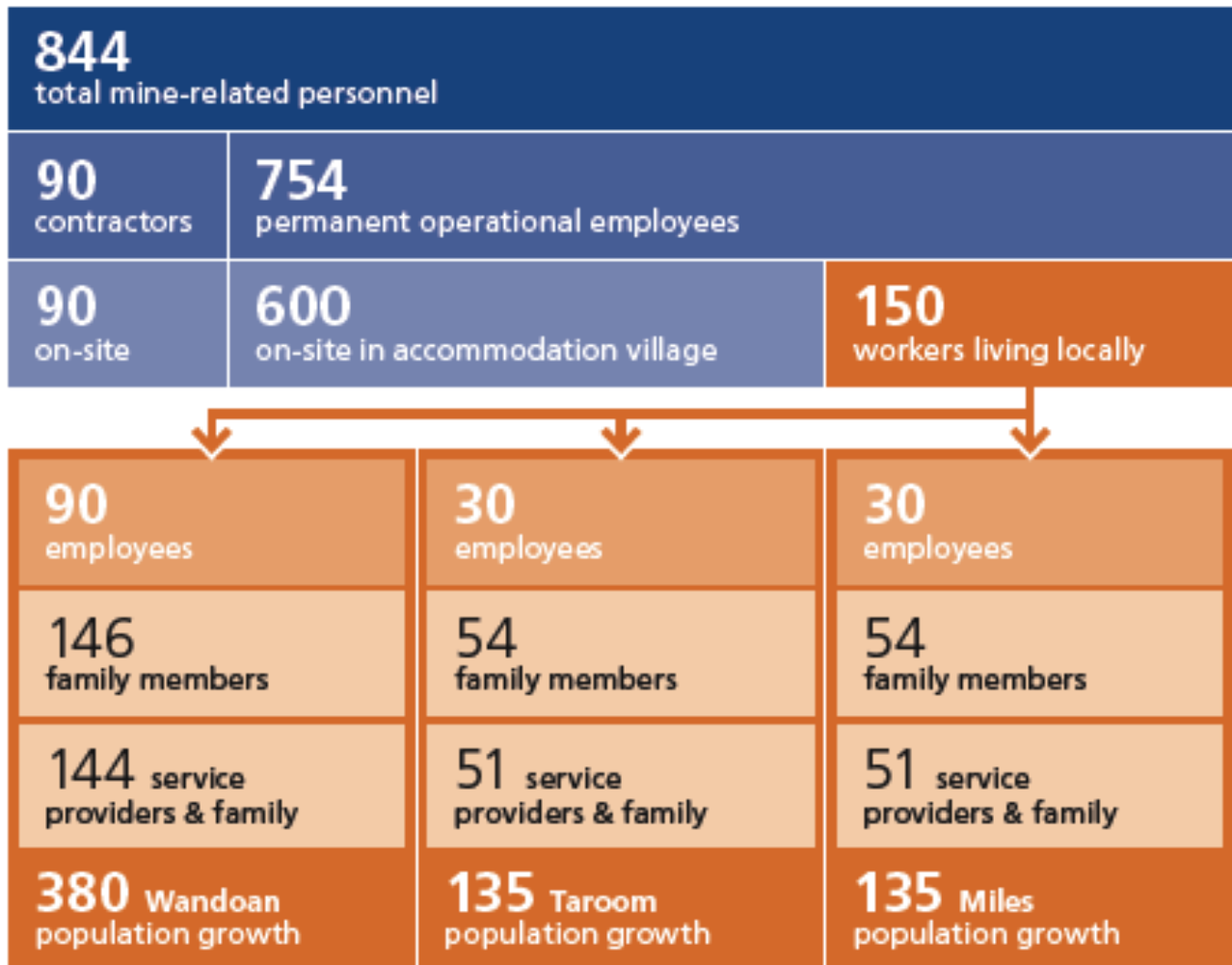
### **2.6 Overview of proposed workforce profile and accommodation proposals**

Information on the Project's proposed workforce profile and accommodation proposals can be found in Chapter 6 and 21 of Volume 1 of the Project's EIS and Supplementary EIS.

The Wandoan Coal Project is expected to create approximately 844 jobs on the mine site, of which 754 will be estimated to be permanent operational employees. At similar Xstrata operations in Queensland around 20% of employees live locally and go home to their families after work every day. This would equate to around 150 employees who might live in and around Wandoan, Miles and Taroom.

Once the mine is operational it is projected to create an additional 150 to 200 flow-on jobs in the local area. In total it is projected that the population of the Wandoan township will increase by approximately 380 people.

**Figure 2: Projected population growth in Wandoan, Taroom and Miles to be potentially created by the Wandoan Coal Project and number of locally-based Project employees and total employees.**



*The population of Wandoan township is expected to grow by approximately 380 people once the proposed Wandoan Coal Project is operational.*

Studies of the current housing vacancy rate in Wandoan township indicate that this growth in population will take up the current available housing, causing demand for housing to outstrip supply. This may mean costs rise above their historically very low levels of less than one-quarter of the state average (average rent in Wandoan at the 2006 Census was \$41 compared to a State average of \$200).

By July 2010 there was still a high rate of vacant dwellings in and around the town of Wandoan, as was the case when the Project EIS was prepared. The biggest change in availability of accommodation in the district in recent time is that more of this vacant accommodation has been upgraded by owners and is now available and suitable for rental. This has created a larger supply of liveable accommodation in Wandoan and it could be expected that this trend will continue as the certainty of the Project being developed increases.

Tables 1 and 2 of this document outline how the Project will monitor housing demand in the Wandoan District and gauge whether constraints on housing availability is occurring. It also outlines how the Project will work with other stakeholders to find cooperative solutions to any problems relating to housing availability that may arise.

### 2.6.1 Accommodating the mine workforce

If the project proceeds, Xstrata Coal will implement a series of specific accommodation and infrastructure plans to manage the impacts of the expected increase in the local population. This includes upgrades to community infrastructure such as sewerage and water supply, in partnership with Western Downs Regional Council (see 4.2.4). Xstrata Coal will also assist in making more land available for housing in Wandoan by prepaying for 25 blocks of land for new sub-divisions in the town.

These plans will be developed in consultation with local council, taking into consideration community feedback regarding the potential need for increased local services. Current plans include:

- Building a permanent, fully-serviced accommodation village on or adjacent to the mining area to house the majority of the Project's operational workforce,
- Constructing 15 new houses and 10 duplexes in Wandoan to house 35 of the Project's staff members, some with families,
- Encouraging permanent employees to purchase or build local residences,
- Caravan parks, hotels and motels will not be used for the long-term accommodation of personnel in operational phases of the Project; and
- Implementing protocols that clearly outline the behaviour expected from the Project workforce (ie. Employee Code of Conduct).

The permanent, fully-serviced mine accommodation village will contain:

- Generous single accommodation units with ensuites, living areas, kitchenettes, air-conditioning, TV and communications connections,
- Covered car parks next to each accommodation unit and the circulating roadway,
- Service areas including dining rooms, laundries and kitchen,
- Recreational facilities including a recreation room, covered barbeque areas, swimming pool, grass and landscaping,
- Security features including external lighting to the buildings, walkways and car park, security fencing and covered walkways; and
- All services including internal reticulation of water, power, sewerage and public telephones.

It is anticipated that employees who are located in the mine accommodation village would travel back to their homes at the end of their shift cycle by company-provided bus or air service, or would drive themselves if they did not live in an area close to those serviced by company-sponsored transport. Those driving themselves home would be expected to comply with the Project's fatigue-management protocols.

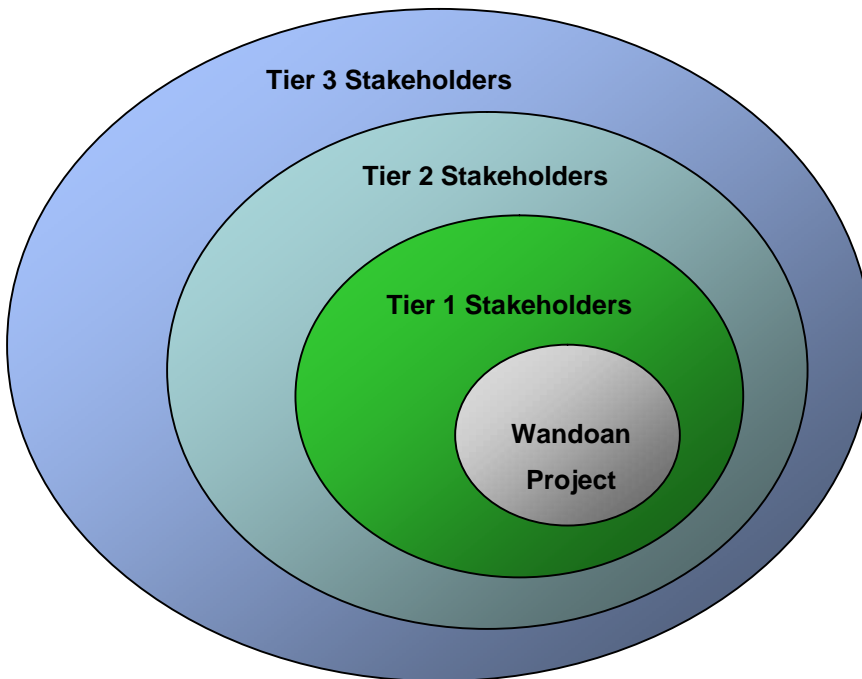
### 3. Stakeholders

Stakeholders can be defined as individuals, communities, non-government organisations, private organisations, government agencies, small businesses and others who have an interest or a "stake" in a project and its outcome. Stakeholders may be impacted by, or influence the planning and operations of, a project in varying degrees of significance from minor to major.

For the purpose of this plan, stakeholders have been initially grouped depending on an initial estimate of the anticipated level of impact (positive or negative) that the Project may have on them, and/or their level of influence over the Project and their expected level of interest in the Project.

Stakeholders are divided into tiers with appropriate levels of consultation for each tier outlined in the Stakeholder Engagement Strategies Matrix. More detailed stakeholder listings can be found in Appendix 4-1, Volume 1, Book 4 of the Wandoan Coal Project EIS.

**Figure 3: Stakeholder Levels**



**Figure 4: Stakeholder Groups**



XCQ will use a multi-stakeholder approach to manage the social impacts of the Wandoan Coal Project. The Project will use the techniques described in Section 4 of this plan to engage with stakeholders.

A process of identifying stakeholders was conducted with the Wandoan community as part of the initial Draft SIMP consultation. The results of this activity have been included where relevant.

### 3.1 Tier One Stakeholders (local and directly-affected)

High/frequent level of impact, interest or influence in the Project activities and decisions

- Directly-affected landholders
- Neighbours
- Wandoan township and district residents
- Local community organisations including environmental organisations
- Iman #2 People
- Western Downs Regional Council
- Department of Local Government and Planning (formerly Infrastructure and Planning)
- Queensland Mines and Energy
- Department of Environment and Natural Resources (formerly Environmental Protection Agency)

- Federal Department of the Environment, Water, Heritage and the Arts
- Employees and contractors
- XCQ
- Local businesses
- Potential others as identified.

### 3.2 Tier Two Stakeholders

Medium/semi-frequent level of impact, interest or influence in the Project activities and decisions

- Taroom district residents
- Miles district residents
- Queensland MP for Callide
- Federal MP for Flynn
- Federal MP for Maranoa
- Department of Health
- Department of Education
- Potential others as identified.

### 3.3 Tier Three Stakeholders

Low/infrequent level of impact, interest or influence

- Banana Shire Council
- Maranoa Regional Council
- Queensland MP for Warrego
- Queensland MP for Gladstone
- Federal MP for Capricornia
- Queensland Ambulance Service (QAS)
- Queensland Fire and Rescue Service (QFRS)
- Emergency Management Queensland
- Department of Employment, Economic Development and Innovation (DEEDI),
- Department of Community Safety (DCS)
- Queensland Police Service (QPS)
- Department of Communities (DoC)
- Queensland Resources Council
- State NGOs, environmental groups
- Academic and research groups
- Xstrata shareholders

Potential others as identified.

## 4. Community engagement and community contributions

### 4.1 Community engagement strategies and communication techniques

The following community engagement strategies have been used throughout the life of the Project. These strategies will continue to inform and direct XCO's interaction with stakeholders during engagement on the SIMP, and in the construction and early operations phases of the project.

1. Build and maintain relationships with affected landholders, community members, government and other stakeholders (including local community organisations, media, government and NGOs) through **comprehensive and well-timed engagement and two-way communication.**
2. Contribute to good working relationships with local stakeholders by **proactively anticipating and addressing concerns about the Project, making information available and maintaining community contributions and involvement where appropriate.**

The following community engagement techniques are currently used by the Project to allow meaningful interaction with stakeholders and have been in use since the Pre-feasibility study phase. They incorporate elements of participation, engagement, consultation and provision of information. Each of these tools will continue to be used in combination at different stages of the Project. The type and timing of activities will continue to depend on community requirements and the value of participation, engagement, consultation or information for the Project.

Communication / consultation techniques in use are listed below. More information is included in the following sections.

- Community Reference Group
- Sponsorships and donations
- Corporate Social Involvement partnerships
- Private meetings
- Regular meetings with State, Local and Australian government agencies
- Direct mail letter and information packs
- Displays, public meetings and presentations
- Newsletters
- Media
- Websites ([www.wandoancoalproject.com.au](http://www.wandoancoalproject.com.au)) and e-mail
- Well publicised contact points such as an information hotline, email address and reply-paid address
- Wandoan shopfront
- Community survey
- Participation in industry organisations, forums, conferences, committees, research groups and other non-government organisations.

Appendix 1 shows how these strategies relate to the Project's stakeholders. It shows what the stakeholders' interests are understood to be and what communication techniques will be used when working with them. It also shows what their preferred method for receiving information and communicating with the Project is understood to be.

In order to finalise the draft SIMP, XCQ engaged with the Community Reference Group and other stakeholders between December 2010 and March 2011. The techniques used to ensure that these stakeholders had an opportunity to provide input to the final SIMP included:

- Draft SIMP posted on the project website update, with a feedback form enabling interested stakeholders to provide direct input to the SIMP
- Interested local community groups and service providers were notified of the release of the draft SIMP and were provided opportunities to provide feedback as part of the overall process
- Meetings with interested community stakeholders
- Local, State and Australian government agencies were notified of the release of the draft SIMP and were provided opportunities to provide feedback as part of the overall process
- Meetings with the Community Reference Group
- Community workshop which provided stakeholders with an overview of the SIMP, allowing for further opportunity for comment
- Direct mail of information about the draft SIMP including information in the Project newsletter
- Well-publicised contact points such as an information hotline, email address and reply-paid address
- Notification on local community notice boards
- Wandoan shopfront.

A final SIMP will be issued prior to the commencement of construction of the project.

#### **4.1.1 Wandoan Shopfront**

The Project shopfront is located in Royd Street, the main street of Wandoan, and was opened in December 2008. It provides a place where members of the public can source information, talk to the Project Community Liaison Officer Naomi Golden and ask questions about the Project. Its opening hours are widely advertised. Mrs Golden's contact phone numbers are 4627 5355 and 0427 223 527.

As the Project progresses, further open days and site tours will be held to allow the public and other interested stakeholders to visit the site and access information about XCQ and the Project. Local schools and teachers will be encouraged to visit the site. A series of public tours were held in 2008 during initial work at the test pit. XCQ will also attend local shows / events with an information booth, and will provide information that the public can take home regarding the Project.

#### **4.1.2 Community Reference Group**

A Community Reference Group (CRG) was developed as part of the EIS Process and meets periodically. The CRG represents the broader community with representatives from community groups, environmental groups, service providers, local government, schools, Police / emergency services and others.

Routine meetings are scheduled to coincide with Project milestones, and as needed to address community concerns. A Charter has been developed in consultation with the group members, and will be reviewed to ensure that it outlines the appointment of a volunteer chair or a chair elected from within the membership of the CRG, provisions for the out-of pocket expenses of the Chair to be paid by XCQ, and member responsibilities and opportunities to provide input.

CRG meeting minutes, prepared by XCQ and approved by CRG members, are distributed to the CRG members and made available to the broader community via the Project website. The

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dissemination of the CRG meeting minutes and feedback to CRG members from the broader community forms an important part of the Project's consultation process.

XCQ will continue to meet with the CRG as the project progresses. XCQ will work with the CRG to develop a list of key agenda items for discussion at each meeting ensuring continued transparency thereby enabling XCQ to be able to respond to community concerns. The CRG will help the Project to understand community views, inform the process of identifying social impacts and mitigation strategies, and monitor and measure the effectiveness of mitigation measures and the community engagement strategy.

The CRG will also:

- Work with XCQ to determine potential social impacts and mitigation strategies associated with the Project, including consideration of a proposed Public Health Impact Study;
- Inform XCQ about, and assist in the monitoring and measurement of the cumulative social impacts of other projects on the local community and region;
- Assist in the preparation of social strategies to respond to emerging issues;
- Assist XCQ in the monitoring and measuring the effectiveness and appropriateness of community communication strategies so as to priorities sustainable projects for its local communities;
- Provide advice to the Sustainable Resource Communities (SRC) Partnership Group and the SRC Surat Basin Local Leadership Group where appropriate;
- At XCQ's discretion, undertake liaison on matters relevant to other XCQ projects;
- Provide advice about issues relating to the implementation of social impact mitigation and management strategies that have been identified in the Project's EIS process and documented in the SIMP; and
- Receive and consider progress reports on the implementation of the SIMP;
- Be given opportunity to participate in the design and collection of qualitative and quantitative data pertinent to monitoring social impact mitigation and management strategies.

Membership of the CRG will be periodically reviewed and representatives of the following groups will be invited to join the CRG:

- Landholders
- Local business
- Local education or childcare centre
- Community services
- Community youth workers
- Health or medical sector employees
- Public Health Impacts Study Liaison Committee
- Western Downs Regional Council
- Banana Shire Council
- Partners of Wandoan Coal employees
- Each Traditional Owner group
- Wandoan Coal Project workforce
- Lead construction coordinator
- General management of the Wandoan Coal Mine
- XCQ Communities Manager
- State Government agencies.

Meetings with the CRG will include opportunities for the membership to discuss:

- Construction progress
- The implementation and continual monitoring of the SIMP
- Compliance with the conditions of the Coordinator-General's report
- Housing issues and assessment of market conditions
- Public health and community safety
- Environmental performance
- Community resilience
- Grievance issues and complaints lodged
- Feedback on member's perceptions of community cohesion.

#### **4.1.3 Displays, public meetings and presentations**

Various public meetings, displays and community workshops have been conducted for the communities of Wandoan, Taroom and Miles over the life of the Project. The workshops were facilitated, structured and used to outline the Project, identify issues/concerns, provide information for the Social Impact Assessment and assist in the development of the CRG. Meetings and displays have been held to provide information on the Project and allow community members an additional channel to ask questions and discuss issues with Project representatives.

Public meetings will continue to be held to coincide with Project milestones, and as needed to address community concerns. Presentations and discussions outline the Project and milestones, XCO's commitment to sustainable development and allow for open discussion on community issues.

#### **4.1.4 Private meetings**

Face to face meetings will continue to be scheduled with community members, community groups, key stakeholders, specifically state and local government, and directly-affected landholders in order to ensure personal delivery of information and ease of feedback by stakeholders. Face to face meetings are conducted by Project representatives.

#### **4.1.5 Newsletters**

Newsletters feature general information about the Project and notify community members of upcoming events. Newsletters are distributed to the broader community for their information and are available on the Project website.

#### **4.1.6 Feedback**

Community and stakeholder input will be used to determine:

- The effectiveness of stakeholder engagement and social impact management activities
- Key issues, concerns and solutions
- Overall community attitudes relating to the Project.

#### **4.1.7 Contact points**

The Project operates an 1800 freecall telephone line, a fax number, an email address and a website. These facilities are available for the use of the broader community to access

information and speak to Project representatives. They allow two-way information flows throughout the life of the Project.

#### **4.1.8 Complaints management**

The Project operates a complaints management process which includes processes for:

- Acknowledgement of the complaint
- A register of complaints
- Investigation of the complaint
- Implementation of corrective actions
- Reporting to relevant stakeholders the outcomes of investigations and subsequent corrective actions.

The complaints process will be accessible to the community through the 1800 freecall telephone line and webpage.

General enquires about the Project will be managed by XCQ. These are not considered or reported as complaints.

## **4.2 Community contributions and corporate social involvement commitments and activities**

XCQ and its business units contribute annually to the local community and the State through employment opportunities, apprentice programs, continuing operations, and support of local businesses, as well as through financial donations to the arts, education, scholarships, community projects, environment, health and infrastructure.

Community contributions are determined each year based on the XCQ Sustainable Development Strategy and developed through the business units' budgeting process.

Community contributions for both financial donations and "in kind" support for Wandoan are outlined in this Plan, specifically through:

- A three-year \$750,000 partnership with Queensland Health,
- A three-year \$720,000 partnership with the Queensland Department of Education and the Queensland Minerals and Energy Academy (QMEA); and
- The Xstrata Coal Wandoan Community Fund
- The community provisions in the Western Downs Infrastructure Deed.

These initiatives will be further developed and implemented throughout the life of the Project.

### **4.2.1 Partnership with Queensland Health for the upgrade of the Wandoan Outpatients Clinic**

A partnership between XCQ and Queensland Health has been established to re-develop the primary health care facilities in Wandoan. Under the partnership agreement Xstrata Coal will provide \$750,000 over three years to:

- Fit out the existing primary health care clinic at Wandoan to create capacity for more community and clinical services to be delivered on a visiting basis,
- Construct new staff accommodation to release additional space for delivery of primary health care and to help attract and retain nursing staff,
- Fit out a separate private consultation area with separate access from the public health rooms for use by a visiting private GP.

These improvements to the clinic should help deliver improved primary health care services to the township of Wandoan by:

1. Renovating and updating the clinic to allow delivery of more community and clinical services,
2. Providing better staff accommodation, which will help to attract and retain dedicated nursing staff,
3. Providing a space for a private GP service.

#### **4.2.2 Partnership with the Queensland Department of Education and the Queensland Minerals and Energy Academy (QMEA) for funding, equipment, curricula enrichment and school-industry liaison**

A partnership between XCQ, Education Queensland and QMEA has been established to bring a range of enriched curricular programs to Wandoan, Taroom and Miles State Schools. Under the partnership agreement Xstrata Coal will provide \$720,000 over three years to support the following activities:

1. Support literacy programs and teacher aid time to provide targeted literacy and numeracy support for at-risk students,
2. Establish a fund for Wandoan State School Council to oversee distribution of bursaries to students for equipment, transport and tuition that supports their academic school studies (as distinct from sporting or extracurricular activities),
3. Extend the Queensland Minerals and Energy Academy (QMEA) to Wandoan State School and Taroom State School to
  - a. provide input on tailoring curriculum to use geology, resources and mining for studies enrichment activities
  - b. coordinate improved access to School Based Apprenticeships and Traineeships
  - c. offer QMEA scholarships to local students
  - d. contribute to the Trade Training Centre application,
4. Support the application for a federally-funded Trade Training Centre in the region,
5. Contribute to funding industry-standard equipment for the Trade Training Centre,
6. Support the establishment of a Science Centre at Wandoan State School with a focus on geology and resources to
  - a. provide support and expertise in the planning and development of a Science Centre
  - b. purchase specialist equipment and resources
  - c. co-develop specialised programs with input from industry and academics
  - d. contribute to the provision of visiting experts and speakers
  - e. contribute to the provision of transport and coordination for exploration and mining field trips and work experience
  - f. contribute to professional development for senior science teachers through industry placement and university alliances
  - g. contribute to the provision of "career coaches" to students to offer advice and support on career options
  - h. support an application for funding through State Schools of Tomorrow
  - i. foster university alliances to offer extension units as part of the senior curriculum,
7. Provide placements for apprentices and trainees with XCQ, subject to recruits meeting criteria; and
8. Contribute to funding an incentive programme for local employers to take on apprentices who move from a school-based programme to a full-time apprenticeship or traineeship in Wandoan.

### 4.2.3 The Xstrata Coal Wandoan Community Fund

The Xstrata Coal Wandoan Fund (Fund) was established in 2009 to allow XCQ to donate money to community organisations in the Wandoan district in the areas of health, education, environment, social and community development, culture and the arts. The Fund will continue to operate throughout the life of the mine.

During 2009 over \$90,000 was distributed through the Fund to 41 different local community groups. A further \$66,000 was distributed in 2010 and further contributions are planned. Some of the beneficiaries have been:

- Dawson Jockey Club Inc.
- Guluguba Primary P & C Association
- Juandah Heritage Society Inc.
- Juandah Rodeo Association Wandoan Inc.
- Miles Lions Club
- Noonga Community Association Fundraising Committee
- Queensland Council of Carers
- St Mary's P&F Association
- Taroom Amateur Swimming Association Inc.
- Taroom District Fishing Restocking Club Inc.
- Taroom Kindergarten Association Inc
- Taroom Shire Cancer Palliative Care Group Inc
- Taroom Shire Landcare Group Inc.
- Taroom Show Society
- Wandoan Amateur Swimming Club Inc.
- Wandoan Apex Club Inc
- Wandoan Arts Council
- Wandoan Bowls Club
- Wandoan Campdraft Rodeo Association Inc.
- Wandoan & District Kindergarten Association
- Wandoan Golf Club Inc.
- Wandoan Gun Club Inc.
- Wandoan Gymnastics Club Inc.
- Wandoan Junior Rugby League Football Club
- Wandoan Lions Club Inc.
- Wandoan Polocrosse Club Inc.
- Wandoan Pony Club Inc.
- Wandoan Senior Citizen Club
- Wandoan Show Society Inc.
- Wandoan State School
- Wandoan State School P&C Association
- Wandoan Tennis Club Inc
- Wandoan-Taroom Netball Club
- Wandoan and District Meals On Wheels Inc.
- Wandoan Creative Sewers.

### 4.2.4 Western Downs Infrastructure Deed - community provisions

The Project EIS identified a number of areas where the Project may impact upon infrastructure within the Wandoan region, including, in particular, town water supply and treatment, sewerage treatment systems, landfill, an accommodation village for the Mine, closure and/or relocation of local roads controlled by Western Downs Regional Council (WDRC), subdivision of land to be used for the Project accommodation and social infrastructure. Accordingly, the Western Downs Regional Council and the XCQ are negotiating an Infrastructure Deed.

The Deed will stipulate contributions XCQ will make to the expansion and upgrading of relevant existing infrastructure, and the provision of the new infrastructure within the Wandoan region in order to further develop and operate the mine.

As part of this Deed, WJV has also agreed to contribute to a community trust fund for the provision of services and facilities for community organisations to mitigate against the social and negative socio-economic impacts of the Project in the Wandoan region.

This fund would be administered by a committee whose members would represent WDRC, XCQ and the Wandoan community. XCQ would contribute money to the fund, from which donations to community organisations would be made.

## 5 Social involvement initiatives

### 5.1 Key social impacts of the Project

Key social impacts of the Project were identified by the community and the Project through the community engagement process undertaken during the preparation of the Environmental Impact Statement and reported in the Social Impact Assessment published in Chapter 21 of the EIS in December 2008.

Due to their emergent and iterative nature, further social risks and opportunities for the community (social impacts) will continue to be determined by XCQ and the community on an ongoing basis. Processes to allow this are captured below as potential Social Impact Management strategies.

The risks and opportunities for the community (social impacts), which may be created by the Wandoan Coal Project, and what actions XCQ proposes to take to either mitigate against them, or to help stakeholders take advantage of them (Social Impact Management Strategies) are set out in two tables below.

Table 1 shows the risks and opportunities and the Social Impact Management Strategies, while Table 2 details what work needs to be done, when and by whom.

XCQ will use seven over-arching initiatives to minimise negative social impacts of the Project, to achieve mutual value creation for all stakeholders and to uphold Xstrata's Business Principles (see Appendix 2). These initiatives are:

1. Address the social impacts of our activities by **monitoring Project social impacts and other social issues** and **co-developing social issue management initiatives with government and community**.
2. Contribute to the development of local sustainable livelihoods by **ensuring Project employment, training, business and enterprise benefits include a focus on local communities**.
3. Foster the development of a strong, diverse local economy by **supporting enterprise development**.
4. Contribute to the development of local social capital and capacity by **sponsoring and giving to local community organisations**.
5. Contribute to social cohesion between employees and existing local communities by **setting strong behaviour protocols** for employees.
6. Minimise the social impacts of XCQ's activities by ensuring the Project **minimises impact on landholders where practicable**.
7. **Be responsive to community concerns by gathering community feedback through engagement mechanisms** and incorporating it into periodic reviews of the Social Impact Management Plan.

#### 5.1.1 Landholder resettlement

The project will require the resettlement of up to 24 families from the mining lease area. Negotiations with affected landholders have been carried out since Project inception and XCQ is continuing to finalise purchase or compensation agreements with landholders.

To assist directly impacted landholders resettle away from the Wandoan Project MLA area, the WJV has offered landholders a variety of options to land sale contracts and to compensation agreements. These include:

- Lease-back provisions that allow landholders to continue to occupy and operate their business on the property for a period rent-free;
- Lease-back provisions that allow landholders to continue to occupy and operate their business on the property for a period at commercial rates;

- Provisions to allow other directly affected landholders to take up leases on Xstrata Coal owned properties when the former owners of that property do not want to lease back the property;
- A buy-back clause that allows former landholders the opportunity to re-purchase the land they formerly owned at the price they sold it to Xstrata Coal for, should this land be offered for sale by Xstrata Coal within the next five years;
- The opportunity for the landholder to use the deposit paid by Xstrata Coal before the landholder becomes entitled to the deposit, to assist the landholder with the purchase of another rural property;
- The opportunity for the landholder to remove any houses, sheds, yards, fencing, or other buildings from the property. Some have taken advantage of this provision and removed houses for placement elsewhere, have donated such property to charitable organisations or have salvaged the materials for use elsewhere;
- Provisions to allow existing residences to be moved to other parts of the property if this is the preference of the affected landholder, or the construction of a new home on a different part of the property by the XCQ (or financed by WJVXCQ if this is the landholder's preference; and
- Reimbursement of legal, valuation and accounting costs relating to the sale or compensation agreement by Xstrata Coal to an agreed amount.

Other assistance offered to affected landholders during resettlement includes:

- Former owners have been offered assistance to help preserve any historically-significant items from their properties in consultation with the Wandoan Historical Society;
- Affected landholders have been offered free access to telephone and face-to-face confidential counselling services;
- Assistance from Xstrata Coal's land consultant to find other suitable properties for sale;
- Access to Xstrata Coal's community liaison officer, who is based in Wandoan, for advice, clarification or to discuss matters relating to resettlement;
- The collation of a local history of the properties within the MLA area by a local amateur historian and author. This work is well underway. Interviews with the majority of affected landholders have been completed and individual property histories drafted. This project was developed in direct response to community concerns that local history would be lost once properties were sold to Xstrata Coal. It is envisaged that this history will be collated into a publication to provide a permanent record of local history.

### **5.1.2 Housing considerations**

To ensure that the Project minimises housing stress on local and regional communities, XCQ has articulated a strategy for accommodating project construction and the operational workforce. Given the dynamic nature of local and regional housing and rental market conditions, it is important that this strategy is monitored to assess the change in housing and accommodation demand over time.

XCQ commits to providing information to the Office of Economic and Statistical Research (OESR) or other research body to enable an analysis of the impacts of each component of the Wandoan Coal project on the housing market in Wandoan, Taroom and Miles. The information that will be collated includes:

- An assessment of current housing demand and housing need by low and moderate income key workers
- An assessment of existing housing stocks, vacancy rates, tenure, planned developments and sub-divisions

## Wandoan Project Community Engagement Plan

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- A description and analysis of the Wandoan Coal project's full suite of accommodation arrangements for its entire personnel (both direct employees and contractors engaged in all Wandoan Coal project business activities) in the Surat Basin including regional and local planning processes, including existing and proposed FIFO/DIDO/BIBO arrangements
- An assessment of the likely impact of the Wandoan Coal project on the housing market and on housing demand.

A final draft of the findings will be presented to the Wandoan Coal Project CRG and the Coordinator-General for review and input. The results of the study will be available publicly, and will be used to develop appropriate mitigation and management strategies to address any negative impacts identified. These strategies will be included in future revisions of the SIMP.

**Table 1** below provides the following information. The table column headings are shown in brackets:

- the effects that may cause risks and opportunities for the community (**Causes**), how likely these are to occur (**Probability**), a rating of the consequences of these risks and opportunities (**Rating**)
- when they are likely to occur (**Timing of Impacts**)
- what the risk or opportunity is (**Negative Effect or Impact or Risk to the Community, Positive Effect or Benefit or Opportunity for the Community**)
- the indicators that will show whether they are happening (**Indicator**)
- how any changes occurring as a result can be measured (**Measure**)
- where information on changes will be found (**Data Source**)
- who may be affected (**Stakeholder Group**)
- what outcome the community want to achieve (**Objective and Target**)
- how any change should be managed (**Social Impact Management Strategy**)
- what action should be taken, by whom and when (**Actions, Responsibility, Timing of Management Strategy**).

**Table 1: Key Social Impacts and Management Strategies**

\*ORPP (Other Relevant Project Proponents)

Causes and rating according to consequence (high, medium, low)	Timing of Impacts and Probability (very likely, likely, not very likely)	Negative Effect or Impact or Risk to the Community Positive Effect or Benefit or Opportunity for the Community	Indicator	Measure	Data Source	Stakeholder Group	Objective and Target (Outcome the Stakeholder seeks and measures of success)	Social Impact Management Strategy	Actions	Responsibility	Timing of Management Strategy
Project effect, Secondary effect, Cumulative impact											
<b>Project effect:</b> Landholder resettlements <b>Rating:</b> high	Prior to Construction <b>Probability:</b> very likely	<b>Risk:</b> Personal stress Community organisations become less active, membership and participation dwindles and community social life becomes less vibrant (loss of social capital and capacity) Potential changes to family structure Loss of local history.	Mental health Community involvement Knowledge of local history	Self reported mental health Volunteering rates Capture of local history	Community Survey Wandoan Historical Society	Directly affected landholders	<b>NEEDS TO BE DETERMINED BY THE COMMUNITY</b>	Minimise the impact on Landholders where possible Provide a range of flexible options to directly affected property owners during the property acquisition process Two-stage housing study to be completed. Collate a local history of the properties within the MLA area by a local amateur historian and author into a publication to provide a permanent record of local history	See table 2	XCQ ORPP* (Other Relevant Project Proponents)	Current
<b>Project effect:</b> Housing and accommodation options affected by the Project <b>Rating:</b> high	Construction <b>Probability:</b> likely	<b>Risk:</b> Housing stock , vacancy rates, and tenure affected by Project	Information provided to OESR or other research body or other research body	Housing data shared with OESR or other research body	Current housing demand by low and moderate income key workers. Existing housing stocks, vacancy rates, tenure, planned developments and sub-divisions The Project's full suite of accommodation options	Wandoan Township and District Residents	<b>Needs to be determined in consultation with the CRG and Coordinator General</b>	Conduct a suitable housing study to determine appropriate strategy and methodology of assessment.	Provide information to OESR or other research body. Determine actions as the Project progresses .	XCQ OESR or other research body	During construction and operation



Causes and rating according to consequence (high, medium, low)	Timing of Impacts and Probability (very likely, likely, not very likely)	Negative Effect or Impact or Risk to the Community  Positive Effect or Benefit or Opportunity for the Community	Indicator	Measure	Data Source	Stakeholder Group	Objective and Target (Outcome the Stakeholder seeks and measures of success)	Social Impact Management Strategy	Actions	Responsibility	Timing of Management Strategy
<b>Project effect:</b> Visual amenity and changing community identity <b>Rating:</b> high	Construction <b>Probability:</b> very likely	<b>Risk:</b> Loss of sense of place	Community involvement	Self reported sense of place	Community survey	Wandoan Township and District Residents		Continue the community consultation and communication processes to keep the community informed of operational activities and provide for community feedback to XCQ.  Identify vulnerabilities and strengths within the community that will affect its ability to adapt to change.  Identify opportunities to work with stakeholders to highlight where the aesthetics of Wandoan could be improved for the benefit of current and future residents.	SEE TABLE 2	XCQ , ORPP Western Downs Regional Council	After Mining Lease is granted
		<b>Risk:</b> Reduction of social capital and capacity to respond to social impacts	Community involvement	Self reported sense of community identity and capacity	Community survey	Wandoan Township and District Residents		Implement social issues and Project impact monitoring process that involves the community in design and ongoing monitoring  Incorporate feedback from complaints management system into plan reviews  Incorporate feedback from periodic community survey into plan reviews  Contribute to local community organisations through the Xstrata Coal Wandoan Community Fund	Actions to be determined	XCQ ORPP Western Downs Regional Council	After Mining Lease is granted
<b>Project effect:</b> Increased traffic <b>Rating:</b> low	Construction <b>Probability:</b> likely	<b>Risk:</b> Increased traffic accidents	Infringements and accidents	Rate of traffic infringements  Rate of traffic accidents and complaints	Qld Police	Wandoan Township and District Residents	<b>NEEDS TO BE DETERMINED BY THE COMMUNITY</b>	Work with the Queensland Police and other Emergency Services, DTMR, DCS, and the WDRC particularly in relation to traffic management and associated road maintenance and safety issues.  Prepare and deliver a traffic awareness and road safety education campaign extending to Wandoan Township and district residents, especially for children using school bus services.  Implement XCQ Fatigue Management Policy	Actions to be determined	XCQ, ORPP Queensland Police Main Roads Federal Government	After Mining Lease is granted
<b>Project effect:</b> Job creation <b>Rating:</b> high	Construction Operation <b>Probability:</b> very likely	<b>Opportunity:</b> Employment opportunities	Participation in workforce	Unemployment rate	ABS	Wandoan Township and District Residents  Wandoan Youth Indigenous people	<b>NEEDS TO BE DETERMINED BY THE COMMUNITY</b>	Employ suitably qualified local people. Cooperate with relevant government agencies, local schools and training institutions to encourage participation by local job-seekers in employment and training opportunities generated by the Project. Draw on Xstrata's national and international programs to maximise opportunities for indigenous people to be directly and indirectly employed by the Project	SEE TABLE 2	XCQ, ORPP Queensland Government agencies Western Downs Regional Council Federal Government agencies	During construction and operations



Causes and rating according to consequence (high, medium, low)	Timing of Impacts and Probability (very likely, likely, not very likely)	Negative Effect or Impact or Risk to the Community  Positive Effect or Benefit or Opportunity for the Community	Indicator	Measure	Data Source	Stakeholder Group	Objective and Target (Outcome the Stakeholder seeks and measures of success)	Social Impact Management Strategy	Actions	Responsibility	Timing of Management Strategy
<b>Project effect:</b> Training creation <b>Rating:</b> high	Construction Operation <b>Probability:</b> very likely	<b>Opportunity:</b> Training opportunities	Participation in training	Youth unemployment rate  Youth training participation	ABS	Wandoan Youth Indigenous people	<b>NEEDS TO BE DETERMINED BY THE COMMUNITY</b>	Conduct a local community skills audit to understand the range of skills and experience available locally and to determine where training opportunities could be directed  Provide apprenticeships, traineeships and school-based training for local youth  Use agreements with Native Title claimants to create opportunities for training and employment for indigenous people.	SEE TABLE 2	XCQ  Queensland and Federal government agencies  Western Downs Regional Council	During construction and operations
<b>Project effect:</b> Mine closure <b>Rating:</b> high	Unforeseen Or At end of mine life <b>Probability:</b> likely	<b>Risk:</b> Loss of jobs, economic decline	Unemployment  Empty houses and shops  Closure of local businesses	Unemployment rates  Rental vacancy rates	Real estate data	Wandoan Township and District Residents  Local businesses	<b>NEEDS TO BE DETERMINED BY THE COMMUNITY</b>	Develop and regularly review the mine closure plan throughout the life of mine  Sponsor business support and enterprise development networks.	Actions to be determined	XCQ	After Mining Lease is granted
<b>Secondary effect:</b> Changing age profile of population in district <b>Rating:</b> high	Construction  Operation <b>Probability:</b> very likely	<b>Opportunity:</b> Young people and families remain in, move to or return to district	Changing demographics age profiles	Change in age structure and median age  School enrolments	ABS	Wandoan and district residents	<b>NEEDS TO BE DETERMINED BY THE COMMUNITY</b>	Co-develop social issue management initiatives with Queensland Government, Western Downs Regional Council and community to address social issues  Cooperate with relevant government agencies, local schools and training institutions to encourage participation by local job-seekers in employment and training opportunities generated by the Project.  Work with community, service providers and WDRC to make the Wandoan district an appealing for young people and families by ensuring adequate recreational facilities and activities, health and education services, amenity of public places and passenger transport services exist.	Actions to be determined	Queensland Government agencies  Western Downs Regional Council  Federal Government agencies  XCQ	During construction and operations
<b>Secondary effect:</b> Falling unemployment and increasing wages  Fulfil where feasible demand for employment among existing local residents <b>Rating:</b> high	Construction Operation <b>Probability:</b> very likely	<b>Risk:</b> Skills shortage in ag industry  <b>Opportunity:</b> Full-time, part-time, casual or seasonal jobs for residents not classified as unemployed and for those seeking additional work.	Workforce participation	Job vacancies in ag industry  Pay rates in ag industry  Changes in household incomes	Agforce  ABS	Local agricultural industry businesses  Local residents	<b>NEEDS TO BE DETERMINED BY THE COMMUNITY</b>	Consider how flexible working arrangements such as part-time work could fit with operational requirements  Support economic development networks.	SEE TABLE 2	XCQ, ORPP	During construction and operations



Causes and rating according to consequence (high, medium, low)	Timing of Impacts and Probability (very likely, likely, not very likely)	Negative Effect or Impact or Risk to the Community  Positive Effect or Benefit or Opportunity for the Community	Indicator	Measure	Data Source	Stakeholder Group	Objective and Target (Outcome the Stakeholder seeks and measures of success)	Social Impact Management Strategy	Actions	Responsibility	Timing of Management Strategy
<b>Secondary effect:</b> Influx of newcomers Influx of male workers <b>Rating:</b> medium	Construction Operation  <b>Probability:</b> likely	<b>Risk:</b> Lack of social cohesion  Isolation of newcomers  Weakened social connections	Community involvement	Population age and gender profile  Volunteering rates  Residential location of mine workers	Community Survey   XCQ	Wandoan Township and District Residents	<b>NEEDS TO BE DETERMINED BY THE COMMUNITY</b>	Employee-community engagement program  Support volunteering and giving to community organisations  Investigate ways to attract employees to live in the Wandoan district  Develop Employee Code of Conduct for all Project employees.	SEE TABLE 2	XCQ, ORPP WDRC Community and Industry Groups	During Construction  Operations
<b>Cumulative impact:</b> Population increase Increasing demand for residential property <b>Rating:</b> medium	Construction Operation  <b>Probability:</b> likely	<b>Risk:</b> Shortage of housing stock available at all cost levels	Residential housing costs and availability	Residential property price increases  Residential property rental price increases  Residential property rental vacancy rates	RP Data XCQ  Provided to IESR or other research body	Wandoan Township and District Residents	<b>NEEDS TO BE DETERMINED BY THE COMMUNITY</b>	Provide company housing for managerial staff living locally as per EIS commitments  Build accommodation village as per EIS commitments  Communicate with and provide information to Department of Housing and other interested groups to help plan for future housing needs  Two-stage housing study to be completed  Establish methods to track housing demand to ensure Project has prior warning of any potential housing stress. Work with these and other stakeholders to find local housing solutions if housing stress occurs.  Identify opportunities to work with WDRC in wider planning activities for Wandoan and to advocate for greater diversity in local zoning.	SEE TABLE 2	XCQ, ORPP Department of Housing Western Downs Regional Council	Prior to construction
<b>Cumulative impact:</b> Increasing demand for commercial property  <b>Rating:</b> high	Construction Operation  <b>Probability:</b> likely	<b>Opportunity:</b> Wandoan and district residents to increase the returns on their existing investments	Properties renovated and upgraded.  Fewer vacant commercial and residential properties and fewer vacant or under-used blocks of land.	Commercial property price increases  Commercial property rental price increases  Commercial property rental vacancy rates	RP Data ABS  Local business survey	Wandoan Township and District Residents  Local agricultural industry and other businesses	<b>NEEDS TO BE DETERMINED BY THE COMMUNITY</b>	Encourage local landlords, property owners and business owners (agricultural and other) to access professional advice regarding managing and leveraging their existing investments by renting vacant or under-used shops, yards and workshops, hiring out equipment, increasing turn-over, leasing land and renting out vacant or under-used premises	Actions to be determined	Queensland Government agencies Western Downs Regional Council Community and industry groups	During Construction  Operations
<b>Cumulative impact:</b> Increasing demand for products and services  <b>Rating:</b> low	Construction Operation  <b>Probability:</b> likely	<b>Opportunity:</b> business opportunities	Number, size and viability of local businesses	Local business turnover and profitability	Local business survey	Local businesses		Purchase quality local goods and services. Implement Suppliers Register for Wandoan Coal Project or work with Western Downs Regional Council to use the existing Council system.	SEE TABLE 2	XCQ, ORPP Western Downs Regional Council	During Construction  Operations

Causes and rating according to consequence (high, medium, low)  Project effect, Secondary effect, Cumulative impact	Timing of Impacts and Probability (very likely, likely, not very likely)	Negative Effect or Impact or Risk to the Community  Positive Effect or Benefit or Opportunity for the Community	Indicator	Measure	Data Source	Stakeholder Group	Objective and Target (Outcome the Stakeholder seeks and measures of success)	Social Impact Management Strategy	Actions	Responsibility	Timing of Management Strategy
		<p><b>Risk:</b> Increasing prices of local products and services</p> <p><b>Opportunity:</b> Increasing variety and supply of local products and services</p>	Availability and variety of local products and services	<p>Local services prices and variety, waiting times.</p> <p>Self reported local business capacity</p>	Local business survey	Wandoan Township and District Residents	<b>NEEDS TO BE DETERMINED BY THE COMMUNITY</b>	<p>Co-develop initiatives with Queensland Government, Western Downs Regional Council and community to ensure local businesses and residents can make the most of their existing investments in the district.</p> <p>Sponsor business support and enterprise development networks to make the Wandoan district an attractive place to do business for small and medium-sized business.</p> <p>Streamline local and state government approval processes. State Government and WDRC to make land available for business operations at an affordable price. State Government and WDRC to ensure infrastructure such as roads, telecommunications and power are adequate to meet needs.</p> <p>Communicate Project activities and milestones and make other relevant information available to business support and enterprise development networks.</p>	SEE TABLE 2	<p>Community and industry groups</p> <p>Western Downs Regional Council</p> <p>XCQ, ORPP</p> <p>Queensland Government</p>	During Construction Operations
<p><b>Cumulative impact:</b> Increasing demand for childcare, government health and education services</p> <p><b>Rating:</b> medium</p>	<p>Construction Operation</p> <p><b>Probability:</b> likely</p>	<p><b>Risk:</b> decreasing availability of health and education services</p> <p><b>Opportunity:</b> increasing variety of childcare, health and education services</p>	Availability and variety of local health and education	<p>School programs offered, school facilities, enrolment numbers</p> <p>Medical service waiting times</p> <p>Self reported health and education capacity</p>	Qld Ed Qld Health	Wandoan Township and District Residents	<b>NEEDS TO BE DETERMINED BY THE COMMUNITY</b>	<p>Communicate Project activities and milestones and make other relevant information available to the following groups to help plan for future education and skills training, health service, recruitment and child care needs:</p> <ul style="list-style-type: none"> <li>• the Department of Education and Training</li> <li>• local health providers and Queensland Health</li> <li>• local child care providers and Department of Communities</li> </ul> <p>Make Project personnel available to these groups to discuss problems, issues and planning.</p> <p>Develop contract with GP for recruitment health check and drug testing outsourcing</p> <p>Implement CSI Partnership with Queensland Health (see section 4.2.1)</p> <p>Implement CSI Partnership with Queensland Education (see section 4.2.2)</p>	See Table 2	<p>XCQ, ORPP</p> <p>Department of Education and Training</p> <p>Queensland Health</p> <p>Department of Communities</p>	During Construction Operations

Causes and rating according to consequence (high, medium, low)	Timing of Impacts and Probability (very likely, likely, not very likely)	Negative Effect or Impact or Risk to the Community  Positive Effect or Benefit or Opportunity for the Community	Indicator	Measure	Data Source	Stakeholder Group	Objective and Target (Outcome the Stakeholder seeks and measures of success)	Social Impact Management Strategy	Actions	Responsibility	Timing of Management Strategy
<b>Project effect, Secondary effect, Cumulative impact</b>											
								Provide mine-site occupational health and safety officers and emergency paramedics.			
<b>Cumulative impact:</b> Increasing demand for community support services from Council and community organisations <b>Rating:</b> medium	Construction Operation <b>Probability:</b> likely	<b>Risk:</b> decreasing availability community services <b>Opportunity:</b> increasing variety of community services	Availability and variety of local community services	Number, size and viability of community organisations  Community service waiting times  Self reported community service capacity	Community survey  Community organisations survey	Wandoan Township and District Residents	<b>NEEDS TO BE DETERMINED BY THE COMMUNITY</b>	Sponsor new corporate-community projects with the Queensland Government and/or Western Downs Regional Council and/or local community organisations to address social issues identified through the monitoring process above  Sponsor and donate to local community organisations through the Xstrata Coal Wandoan Community Fund	SEE TABLE 2	XCQ, ORPP  Queensland Government agencies  Western Downs Regional Council  Federal Government agencies	During Construction  Operations
<b>Project effect:</b> Public health impacts <b>Rating:</b> high	Construction Operation <b>Probability:</b> unlikely	<b>Risk:</b> Public health impacts	Residents health surveys compared to baseline data from pre-construction survey	Indicative health data	Baseline health survey	Wandoan residents	<b>NEEDS TO BE DETERMINED USING ADVICE FROM INDEPENDENT PUBLIC HEALTH EXPERTS</b>	Conduct a health impact assessment prior to construction	SEE TABLE 2	XCQ  Qld Health  Independent research organisation to advise and help design survey	During construction and operations
<b>Project effect:</b> Community concern about integrity of Project's environmental management initiatives <b>Rating:</b> medium	Construction Operation <b>Probability:</b> likely	<b>Risk:</b> Residents feel uninformed about environmental management initiatives and unsure whether adequate steps are being taken to protect the local environment and community health	Complaints and requests for information on Project's environmental monitoring and management to third parties (i.e. government, media)	Community survey, media monitoring, open two-way communication with government and regulators	Community survey	Wandoan residents	<b>Residents well informed of environmental initiatives, monitoring programs and Project's license conditions</b>	Form a community environmental liaison committee. Committee to meet regularly to share information, learn about environmental management techniques, conduct joint environmental monitoring, examine results, visit and inspect other environmental management initiatives on the mine site and in the community.  Use a variety of open two-way communication methods to inform and educate residents of environmental monitoring program and results and environmental management initiatives such as:  <ul style="list-style-type: none"> <li>- newsletters</li> <li>- websites</li> <li>- public tours</li> <li>- small group meetings</li> <li>- telephone information line.</li> </ul>	SEE TABLE 2	XCQ  DERM	During construction and operations

**Please note:** Project commitments and mitigation measures relating to management of environmental impacts that may also affect the community, such as noise, blasting, dust and visual amenity are contained in the Environment Management Plans, which are contained in Chapter 27 of the Project's Supplementary EIS. Project commitments and mitigation measures relating to management of indigenous and non-indigenous cultural heritage that that may also affect the community are contained in Chapter 20 of the Project's EIS and Supplementary EIS and related technical reports and appendices.

## 5.2 Social involvement actions

Table 2 below shows how the Social Impact Management Strategies listed in Table 1 will be implemented. It details what work needs to be done and when.

**Table 2: Social Impact Management Tactics, Actions and Responsibilities**

Social Impact Management Strategy	Tactic	Action	Due
Continue the community consultation and communication processes to keep the community informed of construction and operational activities and provide for community feedback to XCQ	<ul style="list-style-type: none"> <li>i. Develop Community Engagement Actions and Responsibilities – Construction Stage</li> <li>ii. Develop Community Engagement Actions and Responsibilities – Operations Stage</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare and distribute regular newsletters</li> <li>• Operate shopfront and ensure up-to-date information is available there</li> <li>• Continue to operate a 1800 telephone hotline</li> <li>• Continue employment of a Project Liaison Officer, based at Wandoan</li> <li>• Host community information sessions</li> <li>• Conduct community surveys to identify issues and concerns and gain feedback</li> <li>• Continue the Community Reference Group and work with the CRG to develop a tool to monitor the performance to the group over the life of the Project</li> <li>• Continue to participate in the Wandoan Interagency Network</li> <li>• Liaise with the Western Downs Regional Council Community Development Unit</li> <li>• Liaise with the Western Downs Regional Council’s Wandoan District Liaison Committee</li> </ul>	After Mining Lease is granted and prior to commencement of construction
Develop a protocol and formal process for receiving and dealing quickly and effectively with complaints during construction and operation.	iii. Develop complaints process and protocols for receiving and responding to complaints	<ul style="list-style-type: none"> <li>• Develop complaints management system</li> <li>• Develop protocol</li> <li>• Inform community about complaints process</li> </ul>	<u>Prior to commencement of construction</u>
Minimise impact on landholders where possible	<ul style="list-style-type: none"> <li>iv. Offer purchase option to landholders dependent on grant of the Mining Lease</li> <li>v. Offer leasebacks, buy-back clauses, and compensation for crops lost as a result of XC activity as per agreement with Xstrata Coal</li> <li>vi. Project to establish links with and provide support to social service organisations in the Wandoan district and, if appropriate, other regions, to enable these organisations to provide assistance to affected landholders as they settle into new homes, farms and communities</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a range of flexible options to directly affected property owners during the property acquisition process <ul style="list-style-type: none"> <li>• Lease-back provisions that allow landholders to continue to occupy and operate their business on the property for a period rent-free and/or for a period at commercial rates;</li> <li>• Provisions to allow other affected landholders to take up leases on Xstrata Coal owned properties when the former owners of that property do not want to lease back the property;</li> <li>• A buy-back clause that allows former landholders the opportunity to re-purchase the land they formerly owned at the price they sold it to Xstrata Coal for, should this land be offered for sale by Xstrata Coal within the next five years;</li> <li>• The opportunity for the landholder to use the deposit paid by Xstrata Coal before the landholder becomes entitled to the deposit, to assist the landholder with the purchase of another rural property;</li> <li>• The opportunity for the landholder to remove any houses, sheds, yards, fencing, or other buildings from the property. Some have taken advantage of this provision and removed houses of re-erection elsewhere, have donated such property to charitable organisations or have salvaged the materials for use elsewhere;</li> </ul> </li> <li>• Reimburse legal, valuation and accounting costs relating to the sale or compensation agreement by Xstrata Coal to an agreed amount;</li> <li>• Provide assistance to help preserve any historically-significant items from their properties in consultation with the Wandoan Historical Society</li> <li>• Provide free access to telephone and face-to-face confidential counselling services;</li> <li>• Provide assistance from the Xstrata Coal’s land consultant to find other suitable properties for sale</li> <li>• Collate a local history of the properties within the MLA area by a local amateur historian and author into a publication to provide a permanent record of local history</li> <li>• Support the work of social service organisations in the regions where affected landholders are resettling, such as the Murilla Community Centre’s rural family support worker, local church workers and clergy. Such support may include funding, exchange of information (while respecting the privacy of affected landholders) and practical assistance. This will complement Xstrata’s ongoing partnership with the Salvation Army Salvo Care Line counselling service funded through the Xstrata Community Partnership Program.</li> <li>• Continue to provide advice and contacts for affected landholders to identify alternative properties</li> <li>• Provisions to allow existing residences to be moved to other parts of the property if this is the preference of the affected landholder, or the construction of a new home on a different part of the property by the WJV (or financed by WJV) if this is the landholder’s preference</li> </ul>	

<p>Monitor Project social impacts and other social issues, and monitor the delivery of the SIMP</p>	<p>vii. Design social impact monitoring process to assess the delivery of the SIMP with the community and key stakeholders. viii. Determine the degree of social acceptability of the Project by various stakeholder groups ix. Implement social impact monitoring process to monitor the delivery of the SIMP</p>	<ul style="list-style-type: none"> <li>Work with the Project's Community Reference Group and the local community to devise a social impact monitoring process that: <ul style="list-style-type: none"> <li>lists social impacts and issues to be monitored</li> <li>agrees metrics for measurement and processes for data collection</li> <li>isolates the Project's contribution to social issues, as opposed to contribution from other external social forces, economic forces and environmental forces and contribution from other projects and industries</li> <li>enhances 'ownership' within the community for social issues and outcomes</li> <li>details the responsibilities for implementing each monitoring strategy.</li> </ul> </li> </ul>	<p>Develop and document monitoring process as part of the final SIMP. Begin to implement after Mining Lease is granted and prior to commencement of construction</p>
<p>Co-developing social issue management initiatives with Queensland Government, Western Downs Regional Council and community to address social issues, as identified through the monitoring process above</p>	<p>x. Work with Queensland Police and other Emergency Services, particularly in relation to traffic management and associated road safety issues</p>	<ul style="list-style-type: none"> <li>Develop Traffic Management Plan for traffic directly related to the Wandoan Coal Project in consultation with contractors and Queensland Police</li> <li>Conduct traffic awareness training for community as appropriate, especially for children using school bus services</li> <li>Establish working relationships with: <ul style="list-style-type: none"> <li>Regional Inspectors</li> <li>local Sergeant In Charge</li> </ul> </li> </ul>	<p>After Mining Lease is granted and prior to commencement of construction</p>
	<p>xi. Liaise with local health providers and Queensland Health to assist their planning activities for future health service needs</p>	<ul style="list-style-type: none"> <li>Develop Occupational Health and Safety Policy and health check and drug testing procedures</li> <li>Investigate opportunities for local GP to provide recruitment health check and drug testing</li> <li>Implement CSI Partnership with Queensland Health (see 4.2.1)</li> <li>Establish working relationships with: <ul style="list-style-type: none"> <li>Regional Executive Director of Queensland Health</li> <li>local Director of Nursing</li> <li>local GPs</li> </ul> </li> </ul>	<p>Construction and operation</p>
	<p>xii. Work with key stakeholders to address cumulative social impacts</p>	<ul style="list-style-type: none"> <li>Identify opportunities to work with key stakeholders to establish overarching management strategies to address cumulative social impacts</li> <li>Ensure that mitigation and management strategies are included in the future versions of the SIMP</li> <li>Consider the planning tools relating to the Surat Basin and the Central Queensland planning region</li> </ul>	<p>Construction and operation</p>
	<p>xiii. Provide accommodation for mine construction and operational employees as outlined in the EIS. Provide information to help the Department of Housing, WDRC and other private and public groups in their work of planning for future housing needs</p>	<ul style="list-style-type: none"> <li>Provide company housing for managerial staff living locally</li> <li>Investigate ways to attract employees to live in the Wandoan district</li> <li>Build accommodation village for project employees as per EIS commitments</li> <li>Establish working relationships with: <ul style="list-style-type: none"> <li>Regional Executive Director of Department of Housing</li> <li>Department of Communities</li> <li>Western Downs Regional Council</li> </ul> </li> <li>Attend Wandoan Interagency Meetings</li> </ul>	<p>Construction and operation</p>
	<p>xiii. Establish methods to track housing demand to ensure Project has prior warning of any potential housing stress:  Conduct a two-phase housing study and use findings to develop mitigation and management strategies to address any negative impacts created by the Project that are affecting local housing and housing markets.  Work with these and other stakeholders to find local housing solutions if housing stress occurs.</p>	<ul style="list-style-type: none"> <li>Housing to be a regular agenda item for CRG, establish regular informal or formal meetings for local housing/social welfare stakeholders and the Project ie Juandah Housing Association, churches, community care providers, Murilla Community Centre.</li> <li>Work with community and stakeholders to devise co-operative solutions if housing stress occurs.</li> <li>Complete two-stage housing study: <ol style="list-style-type: none"> <li>Stage 1: Complete an accommodation and housing data collection project during the construction phase of the Wandoan Coal Project to assess Project impacts on housing markets and housing. Determine effectiveness of the Project's housing and accommodation mitigation and management strategies and assess whether new strategies should be developed, implemented and incorporated in the project SIMP.</li> <li>Stage 2: Repeat the accommodation and housing data collection project once during the first five years of operation of the Wandoan Coal Project to assess Project impacts on housing markets and housing. Determine effectiveness of housing and accommodation, mitigation and management strategies in place and assess whether new strategies should be developed and implemented and incorporated into the project SIMP</li> </ol> </li> </ul> <p>This project is to be completed in two stages, during construction and during the first operation of the</p>	<p>Construction and operation</p>

		Wandoan Coal Project, to ensure that satisfactory mitigation and management strategies are included in the SIMP.  Identify opportunities to work with WDRC in wider planning activities for Wandoan and to advocate for greater diversity in local zoning.	
	xiv. Direct WJV training and employment programs to maximise opportunities for local people and indigenous people to join the Wandoan Coal Project's construction and operations workforce. Liaise with WDRC, State and Federal government agencies, local schools and other education and training organisations to ensure all programs are complimentary and maximise opportunities for collaboration.	<ul style="list-style-type: none"> <li>Investigate local community skills audit to understand the range of skills and experience available locally and to determine where training opportunities could be directed</li> <li>Implement CSI Partnership with Queensland Education (see below)</li> <li>Establish working relationships with: <ul style="list-style-type: none"> <li>Regional Executive Director of Education Queensland</li> <li>local State School Principals</li> <li>local Independent School Principals</li> </ul> </li> <li>Attend Wandoan Interagency Meetings</li> <li>Implement provisions of agreements with Native Title holders to provide training and employment opportunities for indigenous people.</li> <li>Draw on Xstrata's national and international programs and expertise to maximise indigenous participation in the Project</li> <li>Regularly review local school enrolments to monitor fluctuations in enrolments over time.</li> </ul>	Construction and operation
	xv. Liaise with local child care providers and Department of Communities to assist in their work to plan for future child care needs	<ul style="list-style-type: none"> <li>Establish working relationships with: <ul style="list-style-type: none"> <li>Regional Executive Director of Department of Communities</li> <li>local private and community childcare providers</li> </ul> </li> </ul>	Construction and operation
	xvi. Sponsor new corporate-community projects with the Queensland Government and/or Western Downs Regional Council and/or local community organisations	<ul style="list-style-type: none"> <li>Establish working relationships with <ul style="list-style-type: none"> <li>Western Downs Regional Council Community Development Unit</li> <li>key regional community service charities</li> </ul> </li> <li>Through the XCQ Corporate Social Involvement program and the XC Wandoan Community Fund contribute funds to help address social issues identified through the monitoring process above, such as: <ul style="list-style-type: none"> <li>youth and children's services</li> <li>employment and pathways from school to work</li> <li>enterprise development</li> <li>historic and cultural heritage initiatives.</li> </ul> </li> </ul>	Construction and operation
Identify vulnerabilities and strengths within the community that will affect its ability to adapt to change	xvii. Build on the community profile to identify community vulnerabilities, strengths, resources and adaptive capacities	<ul style="list-style-type: none"> <li>Work with the CRG and WDRC to develop community resilience strategies</li> <li>Identify community vulnerabilities, strengths, resources and adaptive capacities</li> <li>Identify strategies to strengthen the community's resources and capacities</li> <li>Monitor and evaluate changes as they occur</li> <li>Understand how community values, attitudes and beliefs are influenced by change.</li> <li>Identify opportunities to work with stakeholders to highlight where the aesthetics of Wandoan could be improved for the benefit of current and future residents.</li> </ul>	Construction and operation
Co-develop initiatives with Queensland Government, Western Downs Regional Council and community to encourage businesses and residents to make the most of their existing investments in the district.	xviii. Provide information to local, state and federal governments and agencies about impediments preventing local business and property owners leveraging their existing investments in the community. Communicate with these groups and provide information to help them provide and improve services, infrastructure and utilities to benefit local residents and businesses. Reporting to include a summary of the type of local employment and industry participation.	Inform local, state and federal governments and agencies about issues relating to: <ul style="list-style-type: none"> <li>Availability of land</li> <li>Streamlining of approval processes</li> <li>Adequate power, transport networks, water, telecommunications, community services</li> </ul>	Construction and operation
Ensure any Project employment, training, business and enterprise benefits are focused on local communities	xix. Employ local people	<ul style="list-style-type: none"> <li>Cooperate with relevant government agencies, local schools and training institutions to encourage participation by local job-seekers in employment and training opportunities generated by the Project.</li> </ul>	After Mining Lease is granted and prior to commencement of construction
	xx. Provide apprenticeships/traineeships and school-based training for local youth	<ul style="list-style-type: none"> <li>Focus apprentice recruitment on local youth.</li> </ul>	Construction and operation
	xxi. Purchase quality local goods and services	<ul style="list-style-type: none"> <li>Encourage use of local suppliers by the Project and major contractors where practicable and competitive.</li> </ul>	After Mining Lease is granted and prior to commencement of construction
	xxii. Implement Suppliers Register for Wandoan Coal Project	<ul style="list-style-type: none"> <li>Develop and promote Wandoan Local Suppliers List</li> <li>Provide Local Suppliers List to contractors.</li> </ul>	Ongoing

Sponsor and give to local community organisations	xxiii.	Sponsor and donate to local community organisations through the XCQ Wandoan Community Fund and the community fund to be established under the Western Downs Infrastructure Deed	<ul style="list-style-type: none"> <li>Continue Xstrata Coal Wandoan Community Fund</li> <li>Call for applications to Xstrata Coal Wandoan Community Fund and distribute donations periodically</li> <li>Work with WDRC to establish community trust and management committee and distribute funds.</li> </ul>	Ongoing
	xxiv.	Sponsor a historical project to record the history of the directly affected landholdings	<ul style="list-style-type: none"> <li>Contribute to historical project.</li> </ul>	Ongoing
	xxv.	Implement CSI Partnerships with Education Queensland	<ul style="list-style-type: none"> <li>Support education initiatives involved in the partnership with Education Queensland and QMEA to bring a range of enriched curricular programs to Wandoan, Taroom and Miles State Schools. See section 4.2.2.</li> </ul>	Ongoing
	xxvi.	Implement CSI Partnerships with Queensland Health	<ul style="list-style-type: none"> <li>Implement partnership with Queensland Health to contribute to the re-development of the primary health care facilities in Wandoan. See section 4.2.1.</li> </ul>	Ongoing
Support enterprise development	xxvii.	Sponsor business support and enterprise development networks	<ul style="list-style-type: none"> <li>Establish working relationship with: <ul style="list-style-type: none"> <li>Surat Basin Corporation</li> <li>Wandoan Progress Association</li> <li>Wandoan Chamber of Commerce</li> </ul> </li> <li>Proactively seek opportunities to support enterprise development projects</li> <li>Support the co-development of new projects to address economic development opportunities identified through the monitoring process above.</li> </ul>	Construction and operation
Implement a proactive employee community engagement program	xxviii.	Encourage employees to volunteer for, contribute to and participate in local community groups, charities and events	<ul style="list-style-type: none"> <li>Organise events/teams/initiatives to encourage employee involvement in community in conjunction with local community organisations such as: social sports teams, opportunities for volunteering, attendance at local events and in-kind donations</li> </ul>	Construction and operation
Implement and monitor behaviour protocols for employees	xxix.	Behaviour protocols for all WJV employees	<ul style="list-style-type: none"> <li>Develop a Employee Behaviour Policy (Employee Code of Conduct) incorporating protocols covering: <ul style="list-style-type: none"> <li>after hours behaviour</li> <li>travel and driving</li> <li>interactions with the community</li> </ul> </li> <li>Develop a Employee Induction Process</li> <li>Develop information packs to provide suitable professional contacts to manage potential issues of alcohol management and domestic violence and provide ongoing support to these agencies and community groups through ongoing community investment activities.</li> </ul>	After Mining Lease is granted and prior to commencement of construction
Ensure mine closure planning	xxx.	Develop the mine closure plan	<ul style="list-style-type: none"> <li>Mine closure planning as required</li> </ul>	After Mining Lease is granted and prior to commencement of construction
Incorporate community feedback into periodic internal and external review of Social Impact Management Plan	xxxi.	Incorporate feedback from complaints management system into plan reviews	<ul style="list-style-type: none"> <li>Update plan as required</li> <li>Conduct peer review of plan based on surveys, consultation with the local communities and local service providers.</li> </ul>	At completion of construction Year Five of Operations
	xxxii.	Incorporate feedback from periodic community surveys into plan reviews		
	xxxiii.	Conduct periodic plan reviews		
Form community environmental liaison group	xxxiv.	Educate members about Project conditions and environmental monitoring and management techniques, standards and Project license conditions.	<ul style="list-style-type: none"> <li>Regular meetings</li> <li>Terms of reference/charter</li> <li>Tours.</li> </ul>	Construction Operations
Share results of environmental monitoring programs with residents	xxxv.	Results accessible from website	<ul style="list-style-type: none"> <li>Develop web pages and other communication materials</li> <li>Begin public education program</li> <li>Create fact sheets</li> <li>Collect feedback from residents through complaints management system and all other interactions.</li> <li>Ensure availability of regular, accessible and plain English environmental monitoring results</li> </ul>	Construction Operations
	xxxvi.	Results published in regular newsletters		
	xxxvii.	Include visit to monitoring stations in any public tours		
	xxxviii.	Make fact sheets available		
	xxxix.	Public education program		
Public health baseline survey	xl.	Work with Queensland Health and other independent experts to design baseline survey and carry out just prior to construction beginning	<ul style="list-style-type: none"> <li>Find government and independent research organisation partners</li> <li>Design study</li> <li>Implement</li> <li>Analyse data</li> <li>Share findings with stakeholders as appropriate.</li> </ul>	Before construction

### 3 Appendix 1

**Table 3: Stakeholder Engagement Strategies Matrix**

Tier	Stakeholder	Area of Concern, interest, influence													Engagement Strategy		Consultation or Information Preference	Engagement Tactics and Communication Techniques																	
		Project planning & timing	Approvals processes	Property compensation	Property access & drilling	Visual amenity	Dust, noise, vibration	Weeds, pests, flora, fauna	Water	Land rehabilitation	Economic development	Employment, stability & conditions	Occ health & safety, incl traffic	Social infrastructure, incl housing	Social cohesion	Cultural heritage	Native Title	Provide comprehensive and well-timed engagement and communication	Contribute to good working relationships with affected landholders, community members and government by proactively anticipating and addressing concerns about the Project	Internal Comms, key messages	Sponsorships & Donations	CSI Partnerships	Private meetings	Direct Mail Letter and Info packs	Displays, public meetings	Newsletters	Media	Web	Community Reference Group	Community Survey	Social Metric Setting & Monitoring	Social Impact Management			
1	Western Downs Regional Council	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
1	Directly affected landholders	✓	✓	✓	✓			✓							✓		✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
1	Neighbours Wandoan township	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
1	Wandoan district residents	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
1	Local community organisations, including environmental organisations	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓		✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
1	Iman #2 People	✓	✓		✓			✓						✓	✓	✓	✓		✓		✓	✓			✓	✓	✓								
1	Local and regional Media	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓											✓							

2	Local businesses	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Public meetings WOW	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Taroom district residents	✓			✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Public meetings Taroom Tidings	✓				✓	✓	✓	✓			✓	✓				
	Miles district residents	✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Public meetings Murilla Community News	✓				✓	✓	✓	✓			✓	✓				
	Federal MP for Flynn Chris Trevor	✓	✓						✓	✓			✓		✓	✓	✓	✓	✓	Face-to-face meetings with senior Project representatives		✓	✓	✓		✓	✓	✓								
	Queensland MP for Callide Jeff Seeney	✓	✓						✓	✓			✓		✓	✓	✓	✓	✓	Face-to-face meetings with senior Project representatives		✓	✓	✓		✓	✓	✓								
	Queensland Department of Health	✓	✓				✓						✓	✓	✓			✓	✓	Face-to-face meetings with senior Project representatives  EIS process		✓	✓	✓		✓	✓	✓			✓	✓				
	Queensland Department of Education (Wandoan, Taroom, Miles High School)	✓	✓								✓	✓	✓	✓	✓			✓	✓	Face-to-face meetings with senior Project representatives  EIS process		✓	✓	✓		✓	✓	✓			✓	✓				
	Queensland Department of Housing	✓	✓								✓	✓	✓	✓	✓		✓	✓	✓	Face-to-face meetings with senior Project representatives  EIS process				✓	✓		✓	✓	✓		✓	✓				
	Queensland Police and Queensland Ambulance Service	✓	✓								✓	✓	✓	✓	✓			✓	✓	Face-to-face meetings with senior Project representatives  EIS process				✓	✓		✓	✓	✓		✓	✓				
	Banana Shire Council	✓									✓	✓	✓	✓	✓			✓	✓	Face-to-face meetings with senior Project representatives				✓	✓		✓	✓	✓		✓	✓				
3	Roma Regional Council	✓								✓	✓	✓	✓	✓			✓	✓	Face-to-face meetings with senior Project representatives				✓	✓		✓	✓	✓								
	Federal MP for Maranoa	✓								✓			✓	✓			✓	✓	Face-to-face meetings with senior Project representatives		✓	✓	✓		✓	✓	✓									
	Federal MP for Capricornia	✓								✓			✓	✓			✓	✓	Face-to-face meetings with senior Project representatives		✓	✓	✓		✓	✓	✓									
	Queensland MP for Warrego	✓								✓			✓	✓			✓	✓	Face-to-face meetings with senior Project		✓	✓	✓		✓	✓	✓									



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## Appendix 2

### Xstrata Business Principles

We will grow and manage a diversified portfolio of metals and mining businesses with the single aim of delivering industry-leading returns for our shareholders. We can achieve this only through genuine partnerships with employees, customers, shareholders, local communities and other stakeholders, which are based on integrity, co-operation, transparency and mutual value creation.

- 1 Statement from the Chief Executive
- 2 We Work Ethically
- 3 We Work Responsibly
- 4 We Work Openly
- 5 We Work Together and With Others
- 6 Ethics Line  
External Enquiries

The Statement of Business Principles applies to every Xstrata managed operation. Non-managed operations in which Xstrata has a stake are required to have policies and practices that align with these Principles.

Our Business Principles set out the values to which everyone at Xstrata subscribes. They are supported by the specific commitments, expectations and guidelines set out in our policies, Sustainable Development Standards and procedures.