



CHAPTER 21 - SOCIAL

STANMORE ID EXTENSION PTY LTD
ISAAC DOWNS EXTENSION PROJECT

TABLE OF CONTENTS

21.1	Introduction.....	21-1
21.2	Legislation	21-1
21.2.1	Strong and Sustainable Resource Communities Act 2017 (Qld)	21-1
21.2.2	Queensland Social Impact Assessment Guideline (2025)	21-2
21.2.3	Human Rights Act 2019 (Qld)	21-2
21.2.4	Environmental Objectives and Performance Outcomes	21-3
21.3	Methodology	21-3
21.3.1	Study Areas.....	21-4
21.3.2	Project Integration into IPC	21-5
21.3.3	Project Workforce and Accommodation	21-5
21.3.4	Baseline Analysis	21-6
21.3.5	Stakeholder Profile and Analysis	21-7
21.3.6	Stakeholder Engagement	21-7
21.3.7	Impact Identification	21-7
21.3.8	Impact Assessment and Significant Evaluation.....	21-8
21.3.9	Cumulative Impact Assessment.....	21-8
21.3.10	Development of Management and Monitoring Measures	21-8
21.3.11	Data Sources and Limitations	21-9
21.4	Stakeholder Consultation	21-9
21.5	Existing Social Environment	21-11
21.5.1	Population and Demographic Characteristics.....	21-11
21.5.2	Workforce Characteristics and Labour Market.....	21-12
21.5.3	Housing and Accommodation	21-13
21.5.4	Local Business and Industry.....	21-14
21.5.5	Health and Community Wellbeing.....	21-15
21.6	Impact Assessment	21-15
21.6.1	Overview	21-15
21.6.2	Community and Stakeholder Engagement	21-16
21.6.2.1	Need to Strengthen Key Stakeholder Relationships	21-18
21.6.2.2	Enhanced and Ongoing Project Workforce Contributions in the Community	21-18
21.6.2.3	Impact Evaluation.....	21-18
21.6.3	Workforce Management	21-20
21.6.3.1	Enhanced Long-Term Employment Security (Operations).....	21-20
21.6.3.2	Generation of New / Replacement Employment Opportunities	21-20
21.6.3.3	Gradual and Staged Reduction in Employment During Workforce Transition from IPC to the Project	21-21
21.6.3.4	Increased Demand and Competition for Construction Labour	21-21
21.6.3.5	Opportunities for Training and Skills Development.....	21-21
21.6.3.6	Risks to Workforce Health, Safety and Wellbeing	21-22
21.6.3.7	Psychosocial Risks Associated with Non-Resident Work Arrangements.....	21-22
21.6.3.8	Workforce Decline at Project Closure.....	21-22
21.6.3.9	Impact Evaluation.....	21-22
21.6.4	Housing and Accommodation	21-29
21.6.4.1	Local and Non-Residential Workforce Accommodation	21-29
21.6.4.2	Enhanced Access to Affordable Accommodation Options.....	21-29
21.6.4.3	Ongoing Economic Benefits for WAV Providers	21-29
21.6.4.4	Impact Evaluation.....	21-30
21.6.5	Local Business and Industry Procurement	21-33

21.6.5.1	Increase in Supply and Procurement Opportunities.....	21-33
21.6.5.2	Ongoing Economic Benefits for Local and Regional Businesses.....	21-33
21.6.5.3	Impact Evaluation.....	21-33
21.6.6	Health and Community Wellbeing.....	21-35
21.6.6.1	Change in Demand for Social Infrastructure.....	21-35
21.6.6.2	Changes to Living Environment (Access, Noise, Dust, Vibration, Residential Amenity) and Existing Surface Land Use Activities	21-35
21.6.6.3	Loss of Tangible/Intangible Cultural Heritage Values due to Disturbances of Sites and/or Landscape Change.....	21-36
21.6.6.4	Effect of Project-related Traffic on Community Travel and Safety along the Peak Downs Highway and Local Roads	21-36
21.6.6.5	Population Retention Influencing Community Vitality and Cohesion.....	21-37
21.6.6.6	Post-mining Land Use and Land Rehabilitation Opportunities	21-37
21.6.6.7	Impact Evaluation.....	21-37
21.6.7	Cumulative Social Impact Assessment.....	21-42
21.6.7.1	Methodology and Overview	21-42
21.6.7.2	Assessment and Monitoring of Cumulative Social Impacts	21-43
21.6.8	Impacts Associated with the Project not Proceeding	21-44
21.7	Social Impact Management and Benefit Enhancement.....	21-45
21.7.1	Community and Stakeholder Engagement Plan	21-45
21.7.1.1	Objectives.....	21-45
21.7.1.2	Management Measures	21-45
21.7.1.3	Complaints Management	21-49
21.7.2	Workforce Management Plan	21-49
21.7.2.1	Objectives.....	21-49
21.7.2.2	Management Measures	21-49
21.7.3	Housing and Accommodation Plan.....	21-57
21.7.3.1	Objectives.....	21-57
21.7.3.2	Management Measures	21-57
21.7.4	Local Business and Industry Procurement Plan	21-60
21.7.4.1	Objectives.....	21-60
21.7.4.2	Management Measures	21-60
21.7.5	Health and Community Wellbeing Plan.....	21-63
21.7.5.1	Objectives.....	21-63
21.7.5.2	Management Measures	21-63
21.8	Monitoring, Review and Update of the SIMP.....	21-69
21.9	Conclusion	21-69
21.10	References.....	21-70

Tables

Table 21-1	Environmental Objective - Social.....	21-3
Table 21-2	Study Area for the SIA	21-4
Table 21-3	SIA Stakeholders Consulted.....	21-9
Table 21-4	Consultation Themes Relevant to SIA Guideline Key Matters	21-16
Table 21-5	Impact Significance Evaluation, Community and Stakeholder Engagement.....	21-19
Table 21-6	Impact Significance Evaluation, Workforce Management.....	21-24
Table 21-7	Impact Significance Evaluation, Housing and Accommodation	21-31
Table 21-8	Impact Significance Evaluation, Local Business and Industry Procurement.....	21-34
Table 21-9	Impact Significance Evaluation, Health and Community Well-being	21-38

Table 21-10	Community Stakeholder and Engagement Plan	21-46
Table 21-11	Workforce Management Plan	21-51
Table 21-12	Housing and Accommodation Management Plan	21-58
Table 21-13	Local Business and Industry Procurement Plan	21-61
Table 21-14	Health and Community Wellbeing Plan	21-64

Figures

Figure 21-1	Project Workforce Histogram	21-6
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21. SOCIAL

21.1 Introduction

This chapter describes the existing social environment within the local and regional areas potentially affected by the Isaac Downs Extension (IDE) Project (the Project), assesses the potential social impacts and benefits associated with the Project across its lifecycle, and outlines proposed measures to avoid, mitigate or manage adverse impacts and enhance benefits.

The Project is proposed by Stanmore ID Extension Pty Ltd (ID Extension), a wholly owned subsidiary of Stanmore Resources Ltd (Stanmore), and will extend mining activities within the Isaac Plains Complex (IPC). The Project will enable continued coal production beyond the anticipated cessation of mining at Isaac Downs Mine (IDM), supporting continuity of employment, utilisation of existing infrastructure and sustained economic contribution to the Isaac region.

This chapter has been informed by the Social Impact Assessment (SIA) prepared for the Project (**Appendix Y**), which was undertaken in accordance with the Project's terms of reference (TOR) for the environmental impact statement (EIS), the *Strong and Sustainable Resource Communities Act 2017* (SSRC Act), and the Queensland Government Guideline and Supplementary Material for Social Impact Assessment (2025).

The SIA identifies and evaluates potential social impacts and benefits having regard to:

- community and stakeholder values
- workforce arrangements
- housing and accommodation;
- local business and industry participation
- health and community wellbeing
- cumulative regional development pressures.

A Social Impact Management Plan (SIMP) has been prepared as a standalone document (**Appendix AK**) and with the management measures summarised in this chapter. The SIMP consolidates management and monitoring measures designed to minimise negative impacts and enhance Project benefits and will be implemented throughout construction, operations and rehabilitation and closure phases. Strategies to manage and enhance social benefits and impacts from the Project are informed by Stanmore's policies, plans and resources, and hence described in the context of 'Stanmore' rather than 'ID Extension'.

21.2 Legislation

The social assessment and management framework for the Project has been developed with regard to the following key instruments:

21.2.1 Strong and Sustainable Resource Communities Act 2017 (Qld)

As the Project requires the preparation and submission of an EIS, the provisions of the SSRC Act apply to the Project. An overriding objective of the SSRC Act is to enable the benefits which accrue from large resource projects to be experienced by communities which are located in the vicinity of such projects, a key requirement of which is the preparation of a SIA.

The SSRC Act applies to 'large resource projects' that have a 'nearby regional community'. A 'large resource project' is defined as one for which an EIS is required or that holds a site-specific environmental authority under the EP Act and has a workforce of 100 or more workers. A 'nearby regional community'

is defined as a town (population of more than 200 people) which is located within 125 km of the main access of a large resource project, or as otherwise determined by the CG.

Key provisions of the SSRC Act include:

- prohibition of 100 percent fly in fly out (FIFO) workers for large resource projects
- prevention of discrimination against residents of nearby communities in the recruitment of the workforce
- preparation of a SIA.

The SSRC Act requires that large resource projects prepare an SIA in accordance with the Coordinator-General's (CG's) Social Impact Assessment Guideline (DSDMIP, 2025) (SIA Guideline), which outlines key matters to be addressed by the SIA according to the following themes:

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

The SIA Guideline further requires the development of a SIMP which comprises sub-plans attributed to each of the key themes outlined above. The SIMP outlines management strategies and includes processes to ensure the effectiveness of management measures is monitored.

21.2.2 Queensland Social Impact Assessment Guideline (2025)

This SIA for the Project has been conducted in accordance with the SIA Guideline, through the following:

- Consultation with the Office of the Coordinator-General (OCG) and Isaac Regional Council (IRC) regarding the social and geographical boundaries and scope of impacts to be assessed.
- Identification of the SIA study areas, taking into account the SIA Guideline's detailed considerations.
- Identification of SIA stakeholders, undertaking an inclusive process for engaging with them, and consideration of feedback from stakeholder consultation.
- A social baseline of SIA study area describing the existing social conditions and trends within the SIA study area, and providing a benchmark against which potential social impacts and benefits can be assessed.
- Consideration of the SIA Guideline's five key matters and assessment of impacts and opportunities across all relevant key matters, for each stage of the Project lifecycle, including cumulative impacts.
- Provision of management measures to mitigate potential negative social impacts and enhance benefits, including benefits for local and regional communities.
- Provision of a SIMP which includes detail on the proposed management measures, timeframes for implementation, roles and responsibilities, monitoring and reporting requirements.

21.2.3 Human Rights Act 2019 (Qld)

The *Human Rights Act 2019* (Qld) establishes a framework for recognising, protecting and promoting human rights in Queensland decision-making and service delivery. It sets out 23 human rights, including the rights to recognition and equality before the law, freedom of expression, privacy, protection of families and children, cultural rights (including those of Aboriginal and Torres Strait Islander peoples), and the right to health services, education and a safe environment.

Under the Act, public entities, including state government agencies and local governments, must act and make decisions in a way that is compatible with human rights. For project proponents preparing an SIA

under the SSRC Act, the 2025 SIA Guideline requires consideration of how project activities and impact management measures may affect these rights.

In the context of the Project, the HR Act is relevant to the social assessment and management process in several ways:

- Ensuring community engagement processes are inclusive, respectful, and provide equal opportunity for participation.
- Considering the potential effects of Project activities on human rights, such as the right to health services, and education, property rights, privacy and reputation, freedom from forced work, cultural rights and particularly how these rights may be exercised by vulnerable or marginalised groups affected by the Project.
- Informing the design of mitigation and enhancement measures within the SIMP to ensure that social risks are managed in a manner that upholds human dignity and avoids unjustifiable limitations on rights.
- Supporting transparent, accountable decision-making by ensuring that impact assessment and consultation findings demonstrate proper consideration of human rights in accordance with the Act.

21.2.4 Environmental Objectives and Performance Outcomes

Table 21-1 outlines the environmental objective as required under Schedule 8 of the *Environmental Protection Act 1994* (EP Act) Regulation as relevant to Social Performance.

Table 21-1 **Environmental Objective - Social**

Requirement	Environmental Objectives and Outcomes	EIS Reference
Terms of Reference	The construction, operation and closure of the project must ensure that: • adverse social impacts arising from the project are avoided or mitigated • benefits for local and regional communities are enhanced.	21.6, 21.7, 21.6.8

21.3 Methodology

The SIA has been undertaken in accordance with the:

- ToR,
- SSRC Act
- SIA guideline
- methodology documented within the Project SIA (Sections 2, 3 and 4 of **Appendix Y**).

An overview of the methodology is as follows:

1. scoping and study area definition
2. social baseline analysis profiling
3. stakeholder engagement
4. impact identification
5. impact assessment and significance evaluation
6. cumulative impact assessment
7. development of management and monitoring measures.

This approach is proportionate to the scale and nature of the Project, recognising that the Project represents an extension of the existing IPC operations rather than a new standalone development.

21.3.1 Study Areas

Study areas were defined to ensure that the assessment captured the geographic extent of potential social impacts having regard to workforce arrangements, accommodation patterns, service utilisation, procurement linkages and community identity. In determining study areas, consideration was given to the SSRC Act definition of 'nearby regional communities', which includes towns within 125 km of the main access point of a large resource project, as well as consultation with IRC, Barada Barna Aboriginal Corporation (BBAC) and other key stakeholders during the scoping phase of the SIA.

The primary local study area is Moranbah. Moranbah is the residential community in closest proximity to the Project and functions as the principal service centre for the Isaac region. It accommodates a substantial proportion of the IPC workforce, both residential and non-residential, and hosts key health, education, emergency and community services that may experience Project-related interactions. Given the Project's reliance on established IPC infrastructure and workforce transition arrangements, Moranbah is considered the community most likely to experience direct social impacts and benefits attributable to the Project.

Secondary local study areas comprise Coppabella and Dysart. Coppabella contains established workforce accommodation villages (WAVs) that currently support IPC operations and is located within safe commuting distance of the Project. Dysart lies within the broader Isaac region labour catchment and contains a mining-experienced population and established social infrastructure. While these communities are less likely to experience direct population change attributable solely to the Project, they may experience indirect economic and workforce effects associated with construction activity and ongoing operations. Dysart is approximately 95 km (1 hour and 10 minutes) from the Project's office area (via the Peak Downs Highway entrance). In accordance with Stanmore's policies on fatigue management a daily commute of this distance and duration would require specific authorisation as it is not within a safe daily commuting distance.

The regional study area is defined as the Mackay–Isaac–Whitsunday (MIW) region. This broader delineation reflects labour market dynamics, supply chain and procurement networks, and referral patterns for specialist health and support services. It also reflects the scale at which cumulative development pressures are experienced across the region.

Based on the above, the following study areas have been determined for the SIA (Table 21-2).

Table 21-2 Study Area for the SIA

Study area	Statistical geography	Description
Proposed Project layout	Mesh blocks 30563991900; 30020140000	The two mesh blocks encompass the proposed Project layout (mining lease (ML) application areas containing the proposed disturbance area) and the Winchester Downs homestead (nearest sensitive receptor). Mesh blocks are the smallest geography used by the ABS to collect population data. The Project area represents only approximately 1.6% of the total mesh block area.
Local study area (primary)	Moranbah Urban Centres and Localities (UCL)	Moranbah is the closest town to the Project, located approximately 30 minutes northwest by road, and the key service centre for the Isaac local government area (LGA) and northern Bowen Basin region. Moranbah is the preferred residential base of the existing

Study area	Statistical geography	Description
		IPC resident workforce living locally, and the majority of the IPC non-resident workforce is also accommodated in a commercial WAV in town. Stanmore owns 11 houses in Moranbah, at the time of preparation of the SIA, for provision to its workforce.
Local study area (secondary)	Coppabella Suburbs and Localities (CSL)	Coppabella is the second closest township to the Project, located approximately 33 minutes northeast by road. A proportion of the current IPC non-resident workforce is also accommodated in the commercial WAV at Coppabella however Moranbah is likely to experience greater occupancy as the Project develops.
	Dysart UCL	Dysart is a rural township located approximately 1 hour and 15 minutes south by road from the Project and is a service centre for surrounding coal mines as well as cattle and grazing properties.
Local government area	Isaac LGA	The Project is located in the Isaac LGA and IRC is a key stakeholder and collaborator for this SIA.
Regional Area	Mackay-Isaac-Whitsunday (MIW)	The MIW region is likely to be a source of drive-in drive-out (DIDO) and FIFO workers, including the construction workforce, and has established links supplying mining support services to existing operations in the Bowen Basin.

21.3.2 Project Integration into IPC

The Project will be integrated into the existing IPC, which comprises IDM and Isaac Plains Mine (IPM). The Project will utilise existing coal handling and preparation plant (CHPP), established mine infrastructure areas, water and power supply systems, and an experienced operational workforce. Mining at IDM is expected to ramp down between 2026 and 2028, with Project construction commencing in late 2027 or early 2028 and operations commencing in 2029. Mining at IPM is expected to cease by 2026 and hence activities at IPC are limited to infrastructure operations (e.g. CHPP, train load out, administration) supporting IDM mining activities and the Project, once operational.

Accordingly, the assessment recognises that the Project is intended to facilitate transition of the existing IPC workforce and sustain continuity of operations. Unlike a new resource project introducing a substantial new workforce to the region, the Project is expected to generally maintain existing operational workforce levels, with a moderate incremental reduction over time. This contextual distinction is central to interpretation of impact magnitude and cumulative effects.

Based on Project workforce modelling forecasts at the time of the social impact assessment (SIA), including IPC baseline workforce assumptions, the Project is expected to generally sustain the IPC baseline operational workforce levels, with a moderate, incremental reduction over time. The reduction in IPC workforce numbers at IPC may be subject to change throughout 2026 and 2027 based on market and operational forces, however these changes would be consistent with the SIA methodologies and findings, with the Project still providing the basis for long-term employment continuity at IPC.

21.3.3 Project Workforce and Accommodation

The Project's workforce and accommodation profile across each stage is shown in Figure 21-1 and is expected to involve:

- A construction workforce of around 100-150 people over 12-18 months will be accommodated primarily in existing WAVs, together with opportunities for local residents within a safe commute to the Project's primary access point (up to approximately 10% of the construction workforce).
- The operational workforce is expected to offer continuation of employment initially for up to 400 workers, primarily transitioning from IDM operations, and gradually declining to 300-350 workers as production declines in later years. This compares with the current IPC (including IDM operations) workforce of approximately 450 personnel, meaning a small decrease in overall numbers but continued employment security for the majority of IPC workers.
- The workforce rostering arrangement will continue to mirror arrangements for IPC, predominantly involving 7 days on / 7 days off (12.5-hour shifts), and with some staff on 5/2 rosters.
- The Project's accommodation strategy will largely mirror existing arrangements for IPC, with approximately 10% of the workforce residing in Moranbah and nearby towns, with incentives to increase the local workforce percentage over time to around 15%. The Project does not propose a 100% FIFO workforce (estimated 15% FIFO and 70 – 75 % DIDO), with the balance of the workforce currently DIDO or travel via regional airports.
- The Project's decommissioning and rehabilitation workforce of up to 50 personnel is expected to be required as the Project ramps down, mirroring rehabilitation and closure workforce requirements for previously mined areas of the IPC.

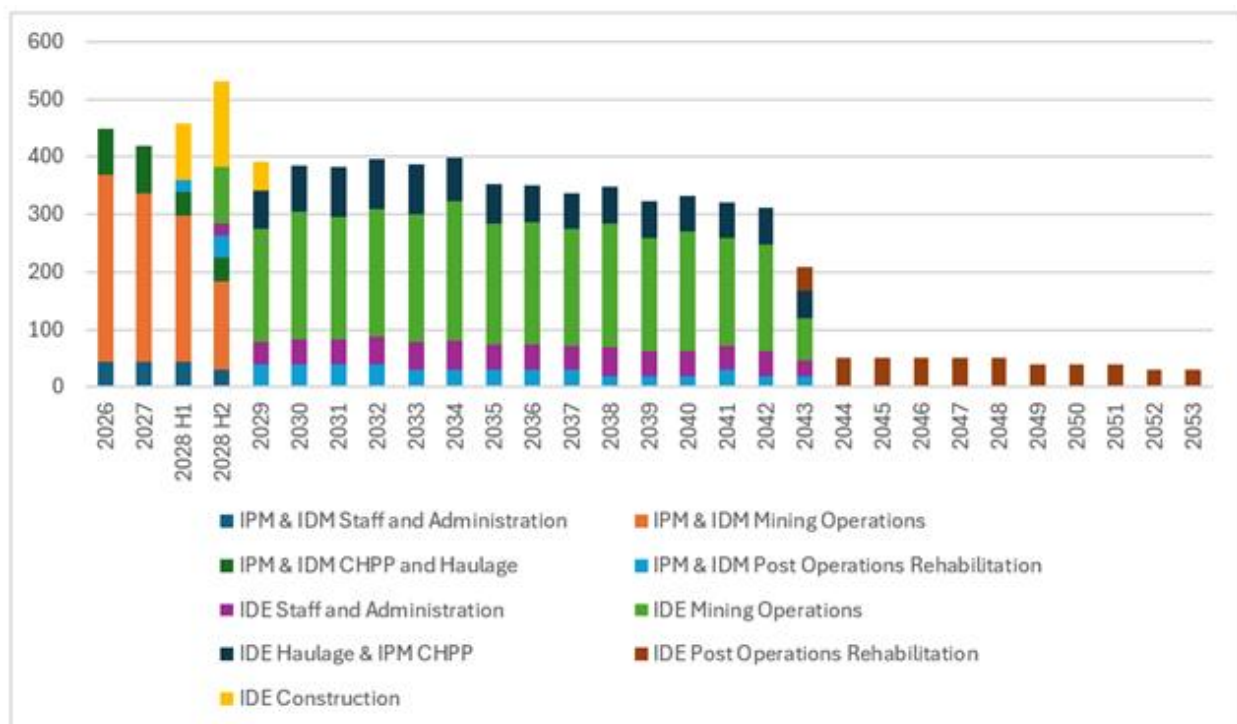


Figure 21-1 Project Workforce Histogram

21.3.4 Baseline Analysis

A comprehensive social baseline was developed to describe existing demographic, economic and community conditions within each study area. The baseline draws upon Australian Bureau of Statistics (ABS) data, Queensland Government Statistician's Office data, housing market information, labour force statistics, local government reports including IRC's Quality of Life Survey (Taverner Research Group, 2025), and consultation findings.

The baseline analysis establishes a benchmark against which Project related change can be assessed and identifies existing vulnerability factors within the social environment. These include tight labour market conditions characterised by low unemployment and strong competition for skilled labour; ongoing housing affordability pressures, particularly for essential service workers; workforce shortages across health, early childhood education and community services; and stakeholder fatigue associated with cumulative development proposals in the Isaac region.

The baseline also recognises that communities within the Isaac region are experienced with mining activity and have established social and economic structures shaped by resource cycles. This context informs assessment of community resilience and adaptive capacity.

21.3.5 Stakeholder Profile and Analysis

A stakeholder profile and analysis undertaken as part of SIA scoping process identified a broad scope of stakeholders and community groups likely to have interest and/or be affected by the Project. This scoping process enabled early identification of likely stakeholder interests and concerns. Table 3.8 of **Appendix Y** provides a list of identified stakeholders, the determined level of engagement and the objectives of engagement.

21.3.6 Stakeholder Engagement

Stakeholder engagement formed a core component of the SIA methodology and was undertaken iteratively throughout the assessment process. Engagement commenced during the scoping phase in early 2025 and continued through preparation of the draft SIA, refinement of impact findings, and development of proposed management measures.

The engagement program was designed to:

- inform identification of key social values and issues
- validate baseline conditions and emerging trends
- test assumptions regarding workforce transition and accommodation arrangements
- identify perceived risks and opportunities associated with the Project
- seek input into proportionate mitigation and benefit enhancement measures.

Engagement was undertaken with over 30 local and regional stakeholders, including IRC, BBAC, local service providers, emergency services, workforce accommodation providers, business representatives, education and training providers, and community organisations. Engagement methods included targeted meetings, structured discussions, and follow-up consultations to validate the draft impact findings.

Engagement outcomes directly informed the identification of impact pathways, refinement of vulnerability considerations, and development of management measures reflected in the SIMP. The approach is consistent with the SIA Guideline, which requires engagement to be ongoing, proportionate and responsive to stakeholder input.

21.3.7 Impact Identification

Potential social impacts and benefits were identified through analysis of Project activities across construction, operations and rehabilitation and closure phases. Consideration was given to workforce numbers and composition, accommodation arrangements, procurement strategies, traffic and transport interactions, and community investment commitments.

Impact identification was informed by stakeholder engagement undertaken throughout 2025 and early 2026, including targeted consultation with IRC, BBAC, local service providers, business representatives and community organisations. Issues raised during public submissions on the draft TOR received in September 2025 were also considered in scoping impact pathways.

Both positive and negative impacts were identified across the five key matters required under the SIA Guideline

21.3.8 Impact Assessment and Significant Evaluation

Impact assessment was undertaken using a structured framework consistent with the SIA guideline with the methodology described in Sections 2.5 and 2.6 of **Appendix Y**. Significance was determined through evaluation of impact magnitude and stakeholder vulnerability.

Impact magnitude was assessed having regard to the scale of change relative to baseline conditions, the duration and timing of the impact, the geographic extent of effect, and the degree to which the impact is reversible. In the context of this Project, magnitude assessment has been undertaken with explicit recognition that the Project is intended to sustain rather than materially expand existing IPC workforce numbers.

Stakeholder vulnerability was assessed by considering the sensitivity of affected groups, existing levels of disadvantage or service constraint, exposure to cumulative pressures, and capacity to adapt to change. This approach reflects the increased emphasis within the SIA Guideline on community vulnerability factors.

The significance of a social impact is derived by cross referencing magnitude and vulnerability. Impact significance is then categorised on a scale as major, high, moderate, low or insignificant, (see Table 2.5 of **Appendix Y**). This ranking system is used to assess the significance of impacts and benefits both before and after (i.e. residual significance) the implementation of mitigation measures.

The magnitude of an impact can also be identified as positive (i.e. a social benefit) in which case the significance of impacts is determined as 'positive'.

21.3.9 Cumulative Impact Assessment

Cumulative impacts were assessed by considering the Project in the context of other approved and proposed mining and renewable energy developments within the Isaac region (see Sections 2.7 and 5.3 of **Appendix Y**), as well as underlying structural conditions including labour market tightness, housing affordability pressures and service workforce shortages.

The assessment recognises that cumulative effects in the Isaac region are less a function of a single project and more a function of sustained development intensity and workforce volatility. In this context, the Project's role in maintaining continuity of operations and workforce transition reduces the likelihood of abrupt population change but may contribute incrementally to ongoing labour competition and service capacity pressures.

Cumulative assessment therefore focuses on the interaction between the Project and existing regional dynamics rather than attributing material step-change impacts to the Project in isolation.

21.3.10 Development of Management and Monitoring Measures

Management and monitoring measures were developed in response to the impacts identified through the assessment process. The development of these measures was iterative and informed by:

- baseline analysis and identified vulnerability factors
- stakeholder engagement outcomes
- review of management approaches applied at IDM and the broader IPC
- requirements of the SSRC Act and the SIA Guideline
- the scale and risk profile of the Project.

Management measures were designed to be proportionate to the magnitude and significance of identified impacts and to build upon existing, regulator-approved social performance frameworks

applicable to IPC operations. In doing so, the Project leverages established systems while incorporating Project-specific commitments that respond to contemporary regional conditions and stakeholder expectations.

The measures have been consolidated within a standalone SIMP (**Appendix AK**). The SIMP comprises five integrated sub-plans aligned with the five key matters of the SIA Guideline:

- community and Stakeholder Engagement
- workforce Management
- housing and Accommodation
- local Business and Industry Procurement
- health and Community Wellbeing.

Each sub-plan includes defined objectives, management actions, implementation responsibilities, monitoring indicators and reporting commitments. Monitoring and reporting arrangements have been structured to enable adaptive management, including periodic review during construction and the early years of operations when workforce transition effects are most likely to occur.

Residual impact significance was determined after accounting for the implementation of these management measures. The SIMP therefore forms an integral part of the assessment framework rather than a separate post-assessment commitment document.

21.3.11 Data Sources and Limitations

Section 2.8 of **Appendix Y** describes the sources of primary and secondary data to inform the SIA as well as potential limitations with that data such as the age of secondary data (e.g. ABS data), consultation fatigue and socio-economic changes in the region.

21.4 Stakeholder Consultation

The Project has a broad stakeholder base, including local and regional communities, IRC, BBAC, government agencies, local service providers, business representatives and other organisations with an interest in Project planning and delivery. A list of the stakeholders consulted is provided in Table 21-3.

Table 21-3 SIA Stakeholders Consulted

Stakeholder group	Stakeholder	Method and Timeframe
Queensland Government	• OCG • Department of Environment, Tourism, Science and Innovation (DETSI)	• Project briefings led by Stanmore, January-February 2025 (ongoing engagement via Stanmore) • OCG correspondence with EMM SIA team, 5 February 2025 • OCG SIA update addressing draft Terms of Reference, 29 October 2025 • SIA and SIMP update briefing 11 March 2026.
Local Government	• IRC • Mackay Regional Council	• Project briefing led by Stanmore, February 2025 • In-person SIA scoping interview, 20 March 2025 • Stanmore briefing to Mayor and Councillors, August 2025 • IPC Site tour, 19 September 2025 Cr Rachel Anderson / Scott Jarvis • Portfolio engagement with Cr Melissa Westcott, Country Universities Centre (CUC), Isaac Affordable Housing Trust (IAHT), Childcare

Stakeholder group	Stakeholder	Method and Timeframe
		Leadership Alliance (CLA), 17 October 2025 and 9 February 2026 Mackay Regional Council engagement, Economic Development team, 22 October 2025
Traditional Owners	BBAC	- Review of BBAC submission on previous IDM Project - Virtual SIA scoping interview, 20 May 2025 - Ongoing phone liaison to June to August 2025 to discuss options for on-country engagement with Board / Elders pending - Further information on consultation activities provided in Section 3.6 of Chapter 3
Affected landowners	Winchester Downs Trust / Winchester Foundation	- Inputs via Project briefing and consultations led by Stanmore, 6 May 2025, 19 August 2025, 15 November 2025 - Inputs via Stanmore's ongoing relationship management with Winchester Property Operations and Property Manager - Further information on consultation activities provided in Section 3.6 of Chapter 3
Health and Emergency Services	- Moranbah Hospital and Community Health Centre (escalated to Mackay hospital and health service (HHS)) - Oaktree Medical - Queensland Ambulance Service, Moranbah (QAS) - Queensland Police Service, Moranbah (QPS) - Queensland Fire Department, Moranbah (QFD)	- SIA consultation invitations issued from 10 March 2025 and follow up calls with Moranbah and Dysart Hospitals, and Mackay HHS. - Mackay HHS interview, 27 October 2025. - Attempted consultation with Oaktree Medical, 18 March 2025 and 16 October 2025 - QAS engagement 25 March 2025, and 2 February 2025 - QPS Project introduction / attempted consultation 25 March 2025, and follow up 2 February 2026 - QFD and Moranbah Fire Station, attempted consultation 20 March 2025 and 1 October 2025. SIA including Emergency Response and Bushfire Management consultation 13 February 2026.
Education Stakeholders	- Moranbah State High School, Industry Liaison (Multiple attempts) - CUC - Moranbah East State School - Dysart State School	- SIA consultation invitations from 10 March 2025 (phone and email correspondence). - In-person engagement with IRC and CUC, 17 October 2025, 9 February 2026. - Moranbah East State School, 16 October 2025 - In-person and phone SIA scoping interview, Dysart State School 28 March 2025
Community and Social Services	- Childcare Leadership Alliance (CLA) - Moranbah and District Support Services (MDSS) - Coppabella Community Centre - SelectAbility Moranbah - Moranbah Workers Club - Dysart Community Support Group (DCSG)	- CLA consultation, 17 October 2025, 9 February 2026 - In-person SIA scoping interview, MDSS 27 March 2025, follow up calls with MDSS November 2025 - Phone interview Coppabella Community Centre 4 April 2025 - SIA consultation with SelectAbility 4 April 2025, 18 September 2025, 13 February 2026

Stakeholder group	Stakeholder	Method and Timeframe
	Hinterland Community Care (HCC)	- In-person interview with Moranbah Workers Club, 17 October 2025 - In-person scoping interview, DCSG and HCC, 28 March 2025
Housing and Accommodation Providers	- AH Realty - Moranbah Real Estate - Emergency Long Term Accommodation Moranbah (ELAM) - IAHT	- Phone interview AH Realty and Moranbah Real Estate 25 March 2025 - In-person SIA scoping interview, ELAM 27 March 2025 - Engagement with IRC and IAHT, 17 October 2025, 9 February 2026
Employment and Training Providers	- All Aussie Training - Mumpara/Pandanus Recruitment - BBAC / BB3 Contracting Partnership	- Phone interview All Aussie Training 26 March 2025 - Phone interview Mumpara/Pandanus Recruitment 27 March 2025 - Virtual SIA scoping interview, Stanmore Indigenous Coordinators of BB3 Contracting Partnership, 17 April 2025 - Virtual SIA scoping interview, BBAC, 20 May 2025
Business and Industry Stakeholders	- Resources Centre of Excellence (RCOE) - Isaac Business Chamber - Local Businesses	- Phone interview, RCOE 28 March 2025 - Virtual SIA interview, Isaac Business Chamber 30 May 2025 - SIMP follow up communication, 16 February 2026

21.5 Existing Social Environment

This section describes the existing social environment of communities that may be affected by the Project, based on the information provided in Section 5 of **Appendix Y**, including demographic, housing, labour force, industry, health and community infrastructure data and the outcomes of stakeholder engagement.

Consistent with the approach adopted in the SIA, the baseline is synthesised around key themes that reflect the five social impact assessment matters required under the SIA Guideline and the ToR for the Project. These themes capture the social, economic and service context within the primary and regional study areas and establish the benchmark against which potential social impacts of the Project are assessed.

21.5.1 Population and Demographic Characteristics

The Isaac Region exhibits strong community identity and a history of participation in resource Project consultations, especially in Moranbah and Dysart. Moranbah is the primary service centre within the Isaac LGA and functions as the main residential hub supporting mining operations in the Bowen Basin. At the 2021 Census, Moranbah recorded a population of 8,899 people, representing a 6.8% increase from 8,333 residents in 2016.

Population estimates indicate continued growth in the primary study area in recent years. Between 2019 and 2024 the population of Moranbah increased from 8,921 to 9,414 residents, representing growth of approximately 5.5% over the period.

Across the broader Isaac LGA, population estimates increased from 21,773 residents in 2019 to 23,197 residents in 2024, representing growth of 6.5% over this five year period. However, population growth within the Isaac region remains lower than that recorded across Queensland, which experienced an 18.3% increase between 2014 and 2024.

Population projections prepared by the Queensland Government Statistician's Office indicate that the Isaac LGA population is projected to increase from 22,426 residents in 2021 to 26,208 residents by 2046, representing a 16.9% increase over the 25 year period. This equates to an average annual growth rate of approximately 0.6% per annum, which is lower than projected growth rates for both the MIW region (28.8%) and Queensland (39.9%) over the same period.

The demographic profile of Moranbah reflects characteristics typical of resource based regional communities. The median age of residents is 31 years, which is lower than the Queensland median age. Approximately 25% of the population is aged 14 years or younger, reflecting a relatively young population with a high proportion of families with dependent children.

The population also demonstrates high levels of mobility. Census indicators show that lower proportions of residents had lived at the same address for one or five years compared with Queensland averages, reflecting workforce mobility associated with the mining sector.

Stakeholder consultations for the Project confirmed concerns about infrastructure capacity, service demand, and the importance of inclusive consultation, particularly involving families, young workers, and social service providers. Residents express strong attachment to community, lifestyle, and employment opportunities provided by mining.

The Project is located on Barada Barna Country, and engagement is being undertaken with the BBAC. Traditional Owners hold cultural, environmental, and social values connected to the Project area, including waterways and landscapes of significance. There are barriers to First Nations participation in employment, business, and planning processes across the region. Effective engagement requires adherence to the principles of free, prior and informed consent (FPIC), cultural safety, and investment in pathways to long-term participation, employment and economic outcomes.

21.5.2 Workforce Characteristics and Labour Market

The labour market within the study area is strongly influenced by mining activity across the Bowen Basin. Moranbah and surrounding communities support a workforce employed across multiple coal mining operations, and labour market conditions are closely linked to the performance and operational cycles of the resources sector.

Across the key communities, mining remains the dominant industry of employment, accounting for 40.7% of employed residents in Moranbah, 31.8% of employed residents in Coppabella, and 46.0% of employed residents in Dysart (ABS, Census of Population and Housing General Community Profile, 2022). The current labour market is tight, with high demand for skilled workers and limited local availability in some occupations. The IRC 2024 Quality of Life (QOL) Survey reported that 77% of residents were employed full-time, with 65% satisfied with work-life balance, but 19% reporting dissatisfaction—suggesting workforce strain, fatigue, or limited flexibility. Only 54% of residents felt confident they could find alternative employment if needed. Stakeholders highlighted the importance of improving local training opportunities, supporting youth employment, and reducing competition for labour across projects.

For the Isaac LGA and the broader MIW region, mining was also the dominant industry of employment accounting for 35.6% and 14.0% respectively of employed resident respectively, followed by:

- agriculture, forestry and fishing (10.0%), and education and training (6.3%) in Isaac LGA
- health care and social assistance (11.1%), and retail trade (8.5%) in the MIW region.

Between June 2023 and 2024, the non-resident population in Isaac LGA grew by 1,315 people, which was largely driven by increase in activity at some mines and wind farm construction in the region (QSGO, 2025). Of the resource industry workforce in Isaac LGA, around 18.0% lived locally in towns such as Moranbah, Dysart, and Middlemount while 33.0% had their place of residence in the adjoining coastal region of Mackay (QSGO, 2025).

Quarterly unemployment estimates at December 2024 indicate an unemployment rate of 1.0% for Isaac LGA and 2.2% for the MIW Region. While the unemployment rate is below the Queensland average (4.0%), the persistent skills shortage in technical and care-based occupations is experienced within the LGA.

Overall, the labour market within the study area is characterised by strong employment opportunities associated with mining operations, high labour force participation and a workforce profile dominated by technical and operational occupations. However, the concentration of employment in mining and the presence of a large non-resident workforce contribute to high levels of population mobility and ongoing workforce pressures in some essential service sectors.

21.5.3 Housing and Accommodation

Housing and accommodation conditions within the study area are influenced by the cyclical nature of mining activity across the Bowen Basin. Periods of expansion in the resources sector have historically driven increases in housing demand and rental prices, while downturns in mining activity have resulted in increased housing availability and declining property values. The housing market in Moranbah and nearby communities therefore demonstrates a high degree of sensitivity to fluctuations in the regional resources sector.

Housing stock within the primary study area is predominantly detached dwellings, reflecting Moranbah's development as a purpose-built mining town established to accommodate workers associated with surrounding coal mines. Census data indicates a mix of owner-occupied and rental tenure arrangements across the regional study area, with a relatively high proportion of rental properties compared with many regional Queensland communities.

The rental vacancy rate in Moranbah has varied over the period of October 2015 to 2025, a noticeable high in 2016 of 6.0%, then dropping below the supply and demand until 2024 where a very significant increase in vacancy rate again in October 2025 of 9.6% indicating a weak rental market (more supply than demand), with stakeholders engaged confirming an increase in availability of rental properties. However, contrary to increasing vacancy rates, rental prices remains high and above the affordability of many residents (i.e., beyond the recommended 25% to 30% income spend).

Despite the increase in rental vacancy rates in Moranbah, rental prices remain elevated relative to broader regional benchmarks. Recent housing market data indicates that the average asking rent in Moranbah is approximately \$600 per week for a three-bedroom house and \$748 per week for a two-bedroom unit, compared with regional Central Queensland averages of \$466 and \$333 per week respectively.

As the key population centre in Isaac LGA, Moranbah had the highest number of properties available for purchase. The number of properties available for purchase in Moranbah increased from 26 in November 2023 to 48 in November 2025 (with subsequent further increases in availability in 2026), indicating capacity to accommodate new residents.

WAVs play an important role in supporting the regional housing system. These facilities provide accommodation for non-resident workers associated with mining operations and help reduce pressure on the residential housing market. Across the Isaac region, an estimated 90.4% of the non-resident population (approximately 15,810 people) were accommodated in WAV while on shift in June 2024.

Approximately ten WAVs commercially operate across the region, including facilities located in Moranbah, Coppabella, Nebo and Dysart. These facilities provide serviced accommodation for workers employed at nearby mining operations and typically include dining, recreation and other support services. The Civeo Coppabella Village, for example, has a capacity of more than 3,000 beds. Short-term accommodation also contributes to housing supply within the region. As at June 2024, the Isaac LGA recorded approximately 840 hotel and motel rooms, of which 19% were vacant and available for occupancy.

Housing markets in Moranbah are under pressure due to sustained demand from resident and non-resident workers. Rental availability remains unstable, increasing in Moranbah and Dysart in recent months, and rental costs are among the highest in regional Queensland. There has also been a recent increase in number of houses for sale in Moranbah. The QOL Survey found only 34% of residents agreed their living expenses were affordable, and 47% expected conditions to worsen in the next five years. While many respondents reported short-term financial resilience, housing access and affordability are persistent stressors, particularly for renters, low-income families, and those dependent on private rentals. Stakeholders also reported impacts on temporary accommodation availability during project shutdowns and maintenance periods.

21.5.4 Local Business and Industry

The local and regional economy within the study area is strongly influenced by mining activity, together with agribusiness, construction and manufacturing. The SIA identifies the Isaac economy as being primarily driven by coal mining, with the total economic output of the Isaac LGA estimated at \$40.619 billion, representing 53.8% of total output generated in the MIW region. Mining is the dominant contributor, generating \$35.803 billion, which accounts for 88.1% of the Isaac LGA's total output. Moranbah generates the largest output within the Isaac LGA, with mining identified as the largest industry in the community.

At the local level, Moranbah functions as the key service centre for industries operating within the Isaac LGA. ABS Business Register data cited in the SIA indicates that, at June 2024, there were 585 registered businesses in Moranbah, accounting for 28.2% of all registered businesses in the Isaac LGA. The majority of businesses in Moranbah were either non-employing businesses, such as sole traders, or small businesses employing between one and four people. The top three industries by business count in Moranbah at June 2024 were Construction (20.2%), Other Services (13.8%) and Agriculture, Forestry and Fishing (11.8%).

Across the broader Isaac LGA, the SIA records 2,077 registered businesses at June 2024, of which 61.0% were non-employing businesses. The industries with the highest proportion of registered businesses in the LGA were agriculture, forestry and fishing (39.6%), construction (11.9%) and other services (9.0%). These figures indicate a business base that is broad in sectoral composition but heavily shaped by the demands of the mining economy and associated service industries.

At the regional scale, the SIA records 17,290 registered businesses in the MIW region at June 2024, with 59.1% comprising non-employing businesses such as sole traders. Within the MIW region, Mackay LGA recorded the highest number of businesses (11,012), while Isaac LGA recorded the lowest (2,077). The SIA notes that total business numbers across the MIW region increased steadily over the three years to June 2024, with business growth in Isaac LGA strongest among businesses employing between one and 19 people.

The SIA further identifies an established Indigenous business presence within the broader region. It records that there are more than 60 registered Indigenous businesses in the MIW region, with the greatest concentration in Mackay, providing services including earthworks and excavation, rehabilitation and vegetation management, pest control, environmental management consultancy, steel fabrication and signage installation.

A search on the Queensland Aboriginal and Torres Strait Islander Business Directory (Black Business Finder, 2024) and Supply Nation identified 13 Indigenous owned businesses registered in the Isaac LGA, with eight in Moranbah, two in Dysart and two in Clermont (Black Business Finder, 2024); (Supply Nation, 2026). Services provided by registered Indigenous businesses in Moranbah include employment and cultural awareness training, engineering and open cut mining services, Indigenous labour hire, civil construction, plant and equipment hire, and uniform and safety equipment supply.

21.5.5 Health and Community Wellbeing

Health and community wellbeing conditions within the study area reflect the demographic profile of the Isaac region, the service role of Moranbah as the primary population centre, and the broader influence of mining-related workforce patterns on community wellbeing. Relative to Queensland, the population of Moranbah is typically younger with a lower median age, a higher proportion of people aged 14 years or younger, and a significantly lower proportion of older residents aged 65 years or older (ABS 2021). This age profile reflects the family-orientated nature of Moranbah as confirmed during stakeholder engagement for the SIA. At the 2021 Census, potentially vulnerable groups across Moranbah, Dysart and Coppabella include people aged 14 years or under (i.e., children) and people aged 15 to 24 years (i.e., youth), with higher representation relative to Queensland. Relative to Isaac LGA, Dysart exhibited a higher level of potential vulnerability with greater representation of households earning less than \$650 per week and people residing in social housing.

The Moranbah population has remained relatively stable over the ten-year period to 2024, with consistent incremental growth since 2017 while Dysart's population has been in a decline prior to 2020 (attributed to mining industry downturn and Norwich Park Mine closure) but has since shown signs of stabilising and slow growth. The estimated residential population (ERP) of Moranbah and Dysart in 2024 were 9,414 people and 2,882 people respectively while the ERP for the Isaac LGA was 23,197.

Based on current population projections, Isaac LGA's population is predicted to increase to 26,208 people by 2046, representing a total population growth of 16.9% over a 25-year period from 2021. This projected growth is notably lower than that projected for the MIW Region (28.8%) and Queensland as whole (39.9%) during the same 25-year period.

The region's social infrastructure, including health, education, childcare, and emergency services, faces ongoing service demand and workforce shortages. Moranbah Hospital provides key health services but operates under capacity constraints. The QOL Survey found only 39% of residents rated their mental health as good, and 33% reported feeling lonely at times. While most residents have strong informal support networks, social vulnerability exists for specific groups, including shift workers, single parents, and people with limited services access. Stakeholders identified gaps in allied health, youth services, and mental health support, as well as rising pressure on early childhood and school facilities.

Emergency services are available across most key communities, although service levels vary. The SIA states that the Isaac LGA includes eight police stations, eight ambulance stations, five fire stations and seven SES depots, while Coppabella has no local emergency services other than a rural bushfire response team and relies on Moranbah for service access. Moranbah Ambulance Station, identified as the closest ambulance service to the Project, is staffed by five personnel and operates two standard vehicles.

21.6 Impact Assessment

21.6.1 Overview

This section presents the findings of the SIA, as described in Section 6 of **Appendix Y**. In each of the subsections below, for each of the five key matters of the SIA Guideline, a table is provided which describes:

- Project social impacts (negative) or benefits (positive) relevant to the key matter
- the Project phase (i.e. construction (C), operations (O) or rehabilitation and closure (R&C)) to which the impact or benefit applies
- stakeholder groups potentially affected
- the unmitigated significance of impact, based on magnitude and vulnerability criteria (as per the methodology described in Section 21.3.8)

- a summary of proposed social impact management measures, which are described in greater detail in Section 21.7
- the residual significance of impact (i.e. after mitigation) based on resultant magnitude and vulnerability criteria (as per the methodology described in Section 21.3.8).

21.6.2 Community and Stakeholder Engagement

The community and stakeholder engagement outlined in Section 21.4 revealed clear themes across the five key matters of the SIA as summarised in Table 21-4. Consultation beyond the SIA occurred and is detailed further in Section 3.6 of **Chapter 3**.

Table 21-4 Consultation Themes Relevant to SIA Guideline Key Matters

SIA key matter	Summary of consultation themes and inputs
Community and stakeholder engagement	Community and stakeholder sentiment reflects growing expectations for resource proponents to be visible, collaborative contributors to local and regional way of life. While Stanmore was generally described as a known operator, stakeholders consistently commented on limited awareness of its existing community contributions (e.g. Stanmore's community grants program) or contributions associated with its residential workforce. These views were echoed by IRC during direct engagement with Stanmore in September 2025. Stakeholders consulted for the SIA viewed the Project as an opportunity to strengthen Stanmore's profile and Project contributions through: • more visible and celebrated contributions of residential workers to local communities • increased involvement in interagency collaborations and public forums (e.g. Chamber-led industry forums, multi-agency networks) • ongoing and responsive communication channels between Project representatives and community stakeholders • sustained support for local volunteer networks and community committees, which are reportedly under strain. Concerns raised about the potential closure of IDM in 2029 were tempered by awareness of the proposed Project to extend the life of IPC, with stakeholders generally supportive of the extension Project contingent on early engagement and transparent planning. The SIA consultation process also identified opportunities to strengthen Traditional Owner engagement practice and relationships, linked to on-Country meeting places, and on-site cultural design and language features. Cultural values associated with the Isaac River and Country are deeply significant to Barada Barna People.
Workforce development and management	Workforce-related issues were a central theme across most stakeholder engagements. Commonly raised concerns included: • Workforce mental health, with suggestions to deploy guidance or wellbeing officers at accommodation facilities, while acknowledging that this approach is dependent on agreement with the WAV operator CIVEO. • Barriers to local employment among underrepresented groups, with training providers calling for more flexible and culturally inclusive hiring and mentoring models. • High cost of living and housing stress, particularly for non-mining, service sector workers. • Retention challenges being prioritised for rural education, health, and emergency service capacity. Retention challenges were often attributed to cost of living or housing affordability constraints.

SIA key matter	Summary of consultation themes and inputs
	• Opportunities for vertical integration of school leavers into skilled roles, with suggestions to strengthen the integration of high school programs with local CUC programs, CQ TAFE Moranbah Campus and RCOE offerings, and local employment pathways. • Stakeholders highlighted initiatives including cadetships, apprenticeships in community sectors (e.g., allied health, education), and place-based training solutions delivered in partnership with local providers.
Business and industry participation	Consultation with local business and industry stakeholders affirmed the importance of leveraging existing local and regional initiatives rather than duplicating individual efforts per proponent. Opportunities identified included membership and regular presentations to Isaac Business Chamber member forums, and aligning Project investments with established regional training infrastructure and innovation hubs (e.g. CUC, RCOE). Businesses have expressed interest in clearer access pathways to Project procurement opportunities, with consideration for the Project to support Isaac Business Chamber's regional procurement portal. There is strong support for: • continued and expanded local procurement, especially through Tier 1 and Tier 2 contractors and opportunities for procurement packages to be broken down for smaller providers where possible • Stanmore joining collective industry collaboration platforms, such as the Isaac Business Chamber forums • exploration of RCOE as a strategic partner in workforce development, circular economy outcomes, and supply chain innovation.
Housing and accommodation management	Stakeholders consistently reported housing affordability issues across Moranbah and Coppabella. Emergency accommodation waitlists extend over 12 months in some cases. Service providers noted staff losses due to inability to secure housing. Stakeholders also acknowledged local residents were resorting to informal accommodation arrangements and experiencing overcrowding. While stakeholders did not anticipate the Project would generate substantial new demand for housing (as it is an extension of existing activities at IPC), there was consistent feedback that: • The continuation of a predominantly non-residential workforce model limits contributions to community sustainability. • Residential workforce targets should be gradually increased, accompanied by incentives and investment to local housing affordability. • Stanmore should actively promote its Live Local campaign, consider contributions to housing stock revitalisation and affordability, and explore contributions to a regional housing strategy should that be pursued by IRC. • A contribution to the IAHT was a common recommendation during SIA consultation to increase local access to affordable housing options, in addition to encouragement for Stanmore to explore availability of ad hoc or interim accommodation solutions via its existing WAV accommodation contract to support visiting services with affordable accommodation options.
Community health and wellbeing	The closure of one of Moranbah's two GP clinics in January 2025 increased pressure on the remaining provider and raised concerns about local health service capacity. However, this strain has been moderately tempered by the introduction of a second private GP in July 2025. While the Project is not expected to significantly increase demand for local health or emergency services, stakeholders recommend: • Maintaining on-site paramedic arrangements and improving site access protocols to avoid reliance on Peak Downs Highway crossings.

SIA key matter	Summary of consultation themes and inputs
	- Ensuring helipad and medical facilities meet Project emergency requirements. - Supporting programs such as SelectAbility's Mental Health programs in community or ELAM's Fork and Talk and Fly to Health, which enhance local access to mental health and allied services. - Supporting BBAC's cultural accommodation strategy and facilities in Moranbah, subject to ongoing negotiations between Stanmore and BBAC. - Addressing community mental health and isolation risks, associated with non-resident occupation of local WAVs particularly in Coppabella, by exploring options such as co-located wellbeing services or rotating mental health professionals at workforce accommodations.

21.6.2.1 Need to Strengthen Key Stakeholder Relationships

As identified through the SIA engagement program, community and stakeholder engagement is not only a process requirement, but also a material social issue in its own right because stakeholder perceptions of Project transparency, accessibility and responsiveness influence trust, confidence and broader social licence.

The SIA identified the need to strengthen key stakeholder relationships through increased visibility of Stanmore in the community and more regular engagement with stakeholders. Consultation findings indicated that stakeholders would value greater visibility of Stanmore's local presence, community contributions and workforce participation. In Table 21-5, this impact is assessed as having an unmitigated significance of moderate and a mitigated significance of low, across all Project phases.

21.6.2.2 Enhanced and Ongoing Project Workforce Contributions in the Community

The SIA identifies a positive impact associated with the Project's ongoing workforce presence and continued contribution to the community over the life of the Project. Stakeholder feedback indicated that the Project provides an opportunity to maintain and strengthen local partnerships and community visibility over time. In Table 21-5, this is assessed as a positive impact (i.e. benefit) across all Project phases.

21.6.2.3 Impact Evaluation

Additional information on the assessment of impacts to community and stakeholder engagement is provided in Section 6.1 of **Appendix Y**.

Table 21-5 summarises the identified impacts relating to community and stakeholder engagement and evaluates their significance before and after mitigation measures. Following mitigation, all impacts to community and stakeholder engagement are assessed as either low or positive. The identified impacts relate to all phases of the Project.

Table 21-5 Impact Significance Evaluation, Community and Stakeholder Engagement

Social impact	Impact type	Stakeholder group affected	Significance (unmitigated/unenhanced)	Proposed management measure/s	Significance (mitigated/enhanced)
Need to strengthen key stakeholder relationships with increased visibility of Stanmore in community, including more regular engagement with stakeholders, thereby improving perceptions of the Project and/or Stanmore	Negative	Local and regional communities IRC BBAC SIMP partners	Magnitude: Low Vulnerability: Medium Significance: Moderate	SIMP Community and Stakeholder Engagement Plan (see Section 21.7.1) - Dedicated engagement of social performance resources - Engagement plan, including dedicated relationship management and interagency, forum collaborations - Enhanced Project communications - Accessible complaints management process - PRCP early and ongoing engagement process	Magnitude: Low Vulnerability: Low Significance: Low
Enhanced and ongoing Project workforce and contributions in community	Positive	Project workforce IRC CLA CUC Oasis Life SelectAbility IAHT BBAC Grant recipients	Magnitude: Positive Vulnerability: Medium Significance: Positive	SIMP Community and Stakeholder Engagement Plan (see Section 21.7.1) SIMP Health and Community Well-being Plan (see Section 21.7.5) - SIMP partnerships and investment support across childcare, education and training, youth support, affordable housing, workforce and community mental health. - Engagement frameworks with health and emergency services - Agreement with BBAC - Stanmore Community Grants Program	Magnitude: Positive Vulnerability: Medium Significance: Positive

21.6.3 Workforce Management

Workforce management is a key social matter for the Project because the Project will both sustain the operational workforce within the IPC and generate a temporary construction workforce, while also occurring in a regional labour market characterised by high mining dependence, low unemployment and persistent shortages in some service and trade occupations. The SIA identifies a mix of positive and negative workforce-related impacts associated with the Project across construction, operations and rehabilitation and closure. These relate to employment continuity, new and replacement employment opportunities, labour competition during construction, training and skills development, workforce health and safety, and psychosocial risks associated with non-resident work arrangements. Section 6.2 of **Appendix Y** details the impacts relating to workforce management, with summaries provided in the following sections.

21.6.3.1 Enhanced Long-Term Employment Security (Operations)

The SIA identifies enhanced long-term employment security as a key positive impact of the Project. The Project will extend the operating life of the IPC for approximately 15 years, with mining at IDM expected to cease by 2028 and coal extraction for the Project scheduled from 2029 to 2043. Excluding the short-term construction workforce of approximately 100 to 150 workers, the operational workforce will transition from approximately 450 workers at IPC to around 400 workers during the initial years of Project peak production, later stabilising at around 300 to 350 workers as production declines. Without the Project, those workers would otherwise face the cessation of operations at IPC and the need to secure alternative employment elsewhere after 2029.

The Isaac region, and Moranbah in particular, remains highly dependent on mining, with a substantial proportion of the workforce employed in mining-related occupations and incomes strongly linked to resource sector cycles. Stakeholder consultation indicates that recent job losses and restructuring by other operators have reinforced local concerns regarding employment and economic security. In that context, the continuation of employment for a workforce of this scale is assessed as a substantial social benefit, supporting continuity of income for hundreds of employees and their families and reducing the risk of out-migration at IDM closure.

Given the scale of the workforce, the degree of mining dependence in local communities, and the Project's role in avoiding a step-change in job losses at IDM closure, the impact is assessed as positive. With implementation of the Project's workforce transition commitments and supports together with the benefit of ongoing operational employment, the impact remains positive, as shown in Table 21-6.

21.6.3.2 Generation of New / Replacement Employment Opportunities

In addition to maintaining existing employment, the Project will generate new and replacement employment opportunities during both construction and operations. While most operational roles are expected to transition from existing IDM and IPM roles, natural workforce turnover over the life of the Project will create replacement employment opportunities.

There is anticipated to be a gradual increase in the proportion of the operational workforce residing in Moranbah from around 10% to around 14 to 15%, with those workers commuting daily. This provides the basis for some additional local employment opportunity over time. More broadly, the Project will provide opportunities to improve access to well-paid and stable employment for women, First Nations people and young people, particularly where workforce participation barriers can be addressed through targeted recruitment and training pathways.

Generation of new / replacement employment opportunities provides a positive social impact. With implementation of the Project's 'Local Content Strategy' and workforce management measures, the impact remains positive, as shown in Table 21-6.

21.6.3.3 Gradual and Staged Reduction in Employment During Workforce Transition from IPC to the Project

As outlined in Section 21.3.2, some reduction in operational roles is expected during the transition from IPC (and IDM operations) to the Project's operations.

As noted in Section 3.3, mine planning and investment decisions for IPC remain subject to market conditions and operational reviews, which may result in adjustments to the predicted workforce at IPC in 2026 and 2027, prior to the Project's operations phase commencing. Any changes would be consistent with the SIA methodologies and findings, with the Project still providing the basis for long-term employment continuity at IPC.

The modest and gradual contraction of employment during the transition from IPC to the Project is assessed as of low magnitude. It will affect around 10% of the overall IPC workforce and given the gradual nature of the transition, the level of vulnerability for affected workers is assessed as low prior to management.

The Bowen Basin hosts multiple current and proposed operations, providing potential alternative employment pathways. By extending mining to 2043, the Project effectively staggers employment decline relative to a no-Project scenario (see Section 21.6.8), allowing workers, families and communities additional time to plan and adapt.

With a Workforce Transition and Communication Plan (section 21.7.2) in place, including a communication strategy and the benefit of ongoing employment for many existing IPC personnel, the impact magnitude remains low and vulnerability reduced to negligible, resulting in a residual significance of low.

21.6.3.4 Increased Demand and Competition for Construction Labour

The SIA identifies increased demand and competition for construction labour as a negative construction-phase impact. Baseline analysis identified a tight labour market across the MIW region, low unemployment and substantial existing mining employment, together with persistent shortages in construction and maintenance trades, machinery operation and professional engineering roles. In that context, the demand for a construction workforce of approximately 100 to 150 workers over 12 to 18 months has the potential to contribute to competition for labour across the region, particularly where other mining and infrastructure projects overlap in timing.

Without management measures, the increased demand and competition for construction labour is assessed as resulting in a moderate impact significance (Table 21-6). With management measures in place, it is expected the Project's contribution to increased demand and competition for labour would be reduced to low impact significance (see Table 21-6).

21.6.3.5 Opportunities for Training and Skills Development

The SIA identifies a positive impact associated with opportunities for training and skills development for local and regional residents, including First Nations people, youth and women. Stakeholder consultation highlighted opportunities to improve local training-to-employment pathways, including stronger integration between school leavers and young people into skilled trades, operations and professional roles. Stakeholders also identified opportunities for cadetships, apprenticeships and place-based training solutions delivered in partnership with local providers.

The significance of the Project's impact on opportunities for training and skills development is assessed as positive, which will be further enhanced with management measures in place (see Table 21-6).

21.6.3.6 Risks to Workforce Health, Safety and Wellbeing

The SIA identifies a negative impact relating to workforce health, safety and wellbeing, including fatigue, mental health, stress and physical health risks associated with roster and shift arrangements. Workforce related issues were identified as a central theme in consultation, with stakeholders raising mental health, fatigue and broader wellbeing as important matters for the existing and future workforce.

Workforce health and safety systems will be implemented for the Project in accordance with established regulatory frameworks and therefore, in the context of social impacts arising from workforce health, safety and well being, there is a low level of significance (see Table 21-6). Stanmore maintains a safety and health management system, including controls for fatigue management, mandatory drug and alcohol testing, incident and emergency response protocols, on-site medical facilities including paramedic and on-site helipad. The Project's SIMP also commits to continued support for workforce health and wellbeing through on-site health promotion programs, regular mental health first aid training for its workforce, and additional contributions for locally-led mental health services to support local community members and local workers, tailored to the mental health needs of the Project's workforce demographic. With these additional measures in place, impact significance of risks to workforce health, safety and wellbeing is low.

21.6.3.7 Psychosocial Risks Associated with Non-Resident Work Arrangements

The SIA identifies psychosocial risks associated with non-resident work arrangements as a negative impact. This reflects the existing regional context of workforce mobility, FIFO/DIDO arrangements and the concentration of non-resident workers in WAV. Consultation findings identified workforce mental health as a recurring issue and raised the need for appropriate support for workers in accommodation settings.

The Project's SIMP sets out the existing and proposed measures Stanmore will implement to reduce psychosocial risks for its employee and contractor workforce. While Stanmore is not a direct operator of WAVs in Coppabella and Moranbah, the SIMP includes measures to survey worker satisfaction with these accommodations, to allow for more targeted conversations and potential partnerships to be developed with Civeo if required. Without these measures the significance of impact is assessed as high. With mitigation measures in place, the impact significance is reduced to moderate.

21.6.3.8 Workforce Decline at Project Closure

The Project will undergo a staged contraction of its operational workforce as it approaches closure. Between 2029/2030 and 2035, the workforce is projected to decrease from approximately 400 personnel to 350 personnel (a reduction of approximately 50 roles over five years). A further gradual decline is anticipated to 300 personnel by 2039. These incremental workforce reductions are expected to generate impacts of a similar nature and scale to those associated with earlier workforce transition phases (refer Section 21.6.3.3), characterised by progressive adjustment rather than acute disruption.

Prior to mitigation or management, the social impact is assessed as a moderate magnitude for affected workers and their families assessed at a medium level of vulnerability, which results in a pre-mitigated significance rating of high. With the Project's implementation of a comprehensive workforce transition and communication plan including early notification processes, opportunities for redeployment and skills transition support, and coordination with regional employers, the vulnerability of affected workers and families is assessed as low, and the magnitude of job losses assessed as moderate (considering some natural redeployment, as well as structured redeployment, and the percentage of local and non-local workers impacted by job losses at the Project's closure), with a residual significance rating of moderate.

21.6.3.9 Impact Evaluation

Additional information on the assessment of impacts to workforce management is provided in Section 6.2 of **Appendix Y**.

Table 21-6 summarises the identified impacts relating to workforce management and evaluates their significance before and after mitigation measures. Following mitigation, all impacts to workforce management are assessed as moderate, low or positive.

Table 21-6 Impact Significance Evaluation, Workforce Management

Social impact	Impact type	Project phase*	Stakeholder group affected	Significance (unmitigated/unenhanced)	Proposed management measure/s	Significance (mitigated/enhanced)
Enhanced long-term employment security	Positive	O	IPC workforce Residential workforce, Moranbah IRC Nearby Regional Communities / MIW region	Magnitude: Positive Vulnerability: Low Significance: Positive	SIMP Workforce Management Plan (see Section 21.7.2) - Local Content Strategy and Workforce Management Plan with principal contractor including recruitment hierarchy - Live Local Initiative and promotions campaign with IRC - Workforce transition plan and communication program	Magnitude: Positive Vulnerability: Negligible Significance: Positive
Generation of new, ongoing and replacement employment opportunities		C, O	BBAC Local and regional employment and training providers Principal contractor Prospective new workers including people with no previous mining experience and identified under-represented groups in the labour force (i.e., women, youth, First Nations people)	Magnitude: Positive Vulnerability: Medium Significance: Positive		Magnitude: Positive Vulnerability: Low Significance: Positive
Gradual and staged reduction of employment during transition from IPC to the Project.	Negative	O	Existing IDM/IPC workforce Local and regional employment and training providers Principal contractor	Magnitude: Low Vulnerability: Low Significance: Low	SIMP Workforce Management (see Section 21.7.2) Workforce Transition and Communication Plan, developed in consultation with Stanmore's Principal Contractor to support workers transitioning from IPC to the Project, and at	Magnitude: Low Vulnerability: Negligible Significance: Low

Social impact	Impact type	Project phase*	Stakeholder group affected	Significance (unmitigated/unenhanced)	Proposed management measure/s	Significance (mitigated/enhanced)
					points of gradual workforce decline in line with latest available production information	
Increased demand and competition for construction labour	Negative	C	Unemployed people and job seekers Isaac Business Chamber and local business network Local and regional employment and training providers Construction Contractors IRC	Magnitude: Low Vulnerability: Medium Significance: Moderate	SIMP Community and Stakeholder Engagement Plan (see Section 21.7.1) - Targeted engagement with Isaac Business Chamber and employment and training providers to monitor supply chain and workforce participation opportunities SIMP Workforce Management Plan (see Section 21.7.2) - Prepare a Workforce Management Plan with principal contractor including recruitment hierarchy and updated analysis of labour force constraints pre-construction, and for Project operations - Workforce Code of Conduct SIMP Local Business and Industry Procurement Plan (see Section 21.7.4) - Explore unbundling of procurement packages to enable local business participation and enable sequencing of works that reduce peak construction periods - Apply procurement conditions for major construction contractors to consider source of construction workforce labour - Ensure Stanmore's Local Content Strategy includes a responsible procurement protocol (no targeting of critical local services, transparent	Magnitude: Low Vulnerability: Low Significance: Low

Social impact	Impact type	Project phase*	Stakeholder group affected	Significance (unmitigated/unenhanced)	Proposed management measure/s	Significance (mitigated/enhanced)
					advertising with clear notice periods, ethical labour hire principles) to cascade to contractors.	
Opportunities for training and skills development	Positive	C, O	Stanmore employees and contractors BBAC CUC Winchester Foundation Moranbah and Dysart State High School Local and regional employment and training providers	Magnitude: Positive Vulnerability: Medium Significance: Positive	SIMP Workforce Management Plan (see Section 21.7.2) - Operational workforce training, skill development, and local career pathways including: - annual apprenticeship placement through construction and operations - ongoing engagement with Moranbah and Dysart State High School - contribution to outreach through Moranbah CUC - partnership with CUC and Winchester Foundation to facilitate placements in Stanmore's work experience program SIMP Local Business and Industry Procurement Plan (see Section 21.7.4) - Local Content Strategy and responsible procurement protocol (no targeting of critical local services, transparent advertising with clear notice periods, ethical labour hire principles) - Applied procurement conditions for major contractors to demonstrate how they will meet workforce needs without destabilising other local employers, including commitments to local training and skill development of locals	Magnitude: Positive Vulnerability: Low Significance: Positive

Social impact	Impact type	Project phase*	Stakeholder group affected	Significance (unmitigated/unenhanced)	Proposed management measure/s	Significance (mitigated/enhanced)
Risks to workforce health, safety and wellbeing	Negative	C, O	Stanmore employees and contractors On-site medical team QPS, QAS and QFES Moranbah Hospital Moranbah Interagency and social infrastructure providers including MDSS SelectAbility Civeo	Magnitude: Moderate Vulnerability: Low Significance: Low	SIMP Workforce Management Plan (see Section 21.7.2) - Workforce Code of Conduct - Integrated Health and Safety Management System (SHMS) - Bus commute from WAV to sites, and travel allowance encouraging carpooling of DIDO workforce - Onsite medical facilities staffed by trained paramedics to act as first responders - Workforce and community mental health partnerships, including EAP, mental health first aid for workforce, and in-community partnership with SelectAbility	Magnitude: Low Vulnerability: Low Significance: Low
Psychosocial risks associated with non-resident work arrangements	Negative	C, O		Magnitude: Moderate Vulnerability: Medium Significance: High	SIMP Workforce Management Plan (see Section 21.7.2) - Workforce Code of Conduct - Integrated Health and Safety Management System (SHMS) - Workforce and community mental health partnerships, including Employee Assistance Program (EAP), mental health first aid for workforce, and in-community partnership with SelectAbility - WAV conditions and non-resident workforce wellbeing monitoring	Magnitude: Moderate Vulnerability: Low Significance: Moderate
Workforce decline at Project closure	Negative	O, R&C	Existing IDM/IPC workforce	Magnitude: Moderate Vulnerability:	SIMP Workforce Management Plan (see Section 21.7.2) Stanmore will work with the Principal Contractor to update a Workforce Transition and Communication	Magnitude: Moderate Vulnerability:

Social impact	Impact type	Project phase*	Stakeholder group affected	Significance (unmitigated/unenhanced)	Proposed management measure/s	Significance (mitigated/enhanced)
			Local and regional employment and training providers Nearby regional communities / MIW region	Medium Significance: High	Plan aligned to the Project's closure and staged workforce decline. This Plan will be updated three years prior to commencement of Project closure.	Low Significance: Moderate

21.6.4 Housing and Accommodation

Housing and accommodation is a relevant social matter for the Project because workforce accommodation arrangements have the potential to influence local housing availability, affordability and accommodation choice for workers and service providers. The Project will largely continue existing workforce and accommodation arrangements for IPC, with only limited change to local housing demand due to the continuation of existing DIDO/FIFO workforce patterns, a small decline in total workforce over time, and a gradual increase in the proportion of workers living locally. Section 6.3 of **Appendix Y** details the impacts relating to housing and accommodation, with summaries provided in the following sections.

21.6.4.1 Local and Non-Residential Workforce Accommodation

The SIA identifies a negative impact associated with extended demand for local and non-resident workforce accommodation during construction and operations. This reflects the Project's continued accommodation requirements for both resident and non-resident workers, including the sustained use of workforce accommodation villages and local housing. However, the SIA also concludes that the Project is expected to result in limited change to local housing demand because it largely continues existing employment and accommodation arrangements for the IPC workforce, with small declines in the total workforce offset by an increased proportion of workers living locally.

The significance of the Project's impact on local and non-residential workforce accommodation, prior to management measures is provided in Table 21-7. With management measures in place for the Project's local and non-residential workforce needs, including enhanced promotion of the Project's Live Local program, continued use of WAVs, proactive contributions to the IAHT and interim affordable accommodation supports for SIMP programs, the significance of Project's impact on the availability and affordability of local and non-residential workforce accommodation is low (see Table 21-7), based on a negligible impact magnitude and a low level of vulnerability.

21.6.4.2 Enhanced Access to Affordable Accommodation Options

The Project will have a negligible magnitude of impact on local workforce accommodation availability and affordability. However, the Project is viewed by stakeholders as an opportunity to contribute to affordable housing and affordable accommodation options, with Stanmore recognising the issue of affordable housing as an issue of community concern.

In response, Stanmore has agreed to add three home units to the IAHT property portfolio by transferring a Stanmore owned property to IAHT for the sole purpose of providing additional affordable housing options within the community. In addition, Stanmore has committed to funding the IAHT for planning and administration required to deliver "shovel ready" projects within its portfolio, with a financial contribution of \$100,000 p.a. for 3 years payable from year 3 of when effective coal production sales commence.

The proposed mitigations measures would reduce the vulnerability for potential SIMP partners to provide affordable accommodation. With the proposed affordability initiatives, the Project is assessed as having a positive impact significance (see Table 21-7).

21.6.4.3 Ongoing Economic Benefits for WAV Providers

The SIA identifies the Project as providing an ongoing positive economic benefit to WAV providers in Moranbah and Coppabella through continued demand for commercial accommodation services during both construction and operations. During construction, up to 135 to 140 non-resident workers are expected to be accommodated in WAVs for approximately 12 to 18 months, while during operations between 295 and 350 non-resident workers are expected to be accommodated in WAVs depending on the production phase. This provides a stable and predictable demand stream for WAV providers, reinforces the role of Moranbah and Coppabella as primary accommodation hubs for the non-resident

workforce, and maintains separation between Project workforce accommodation and the private housing market.

The Project results in a positive impact significance for WAV providers (see Table 21-7), reinforcing the role of Moranbah and Coppabella as the primary accommodation hubs for the non-resident workforce, and maintaining separation between Project workforce accommodation and the private housing market.

21.6.4.4 Impact Evaluation

Additional information on the assessment of impacts to housing and accommodation is provided in Section 6.3 of **Appendix Y**.

Table 21-7 summarises the identified impacts relating to housing and accommodation and evaluates their significance before and after mitigation measures. Following mitigation, all impacts to housing and accommodation are assessed as low or positive.

Table 21-7 Impact Significance Evaluation, Housing and Accommodation

Social impact	Impact type	Project phase*	Stakeholder group affected	Significance (unmitigated/unenhanced)	Proposed management measure/s	Significance (mitigated/enhanced)
Local and non-resident workforce accommodation	Negative	C, O	Stanmore employees and contractors IRC	Magnitude: Negligible Vulnerability: Medium Significance: Moderate	SIMP Housing and Accommodation Management Plan (see Section 21.7.3) - Continued use of dedicated WAV solutions reflective of established IPC workforce and accommodation profile - Promotion and enhanced incentives for uptake of Stanmore's Live Local program, with targeted increase in local workforce percentage. - Collaborative monitoring of cumulative housing and accommodation trends Continued delivery of existing IDM SIMP: Progress the development of Stanmore-owned houses in Moranbah to increase permanent housing stock available to the workforce.	Magnitude: Negligible Vulnerability: Low Significance: Low
Enhanced access to affordable accommodation options	Positive	C, O	Isaac Affordable Housing Trust Visiting trades and services on request of SIMP partners including CLA, MDSS, SelectAbility, Isaac Business Chamber	Magnitude: Positive Vulnerability: Medium Significance: Positive	SIMP Housing and Accommodation Management Plan (see Section 21.7.3) - Contributions to Isaac Affordable Housing Trust with the transfer of Stanmore owned housing to IAHT and funding support for new shovel ready Projects - Facilitate interim short-term access to WAV accommodation within Stanmore's existing pool of WAV rooms as affordable accommodation options for visiting services and trades, in consultation with Civeo, IRC and SIMP partners	Magnitude: Positive Vulnerability: Low Significance: Positive

Social impact	Impact type	Project phase*	Stakeholder group affected	Significance (unmitigated/unenhanced)	Proposed management measure/s	Significance (mitigated/enhanced)
Ongoing economic benefits for WAV providers	Positive	C, O	WAV operators in Moranbah and Coppabella (Civeo)	Magnitude: Positive Vulnerability: Low Significance: Positive	Collaboration with WAV operator The proponent is committed to providing high quality workforce accommodation to non-resident personnel. The Proponent will monitor workforce satisfaction with accommodation and work collaboratively with the WAV operator to address emerging needs and feedback.	Magnitude: Positive Vulnerability: Negligible Significance: Positive

21.6.5 Local Business and Industry Procurement

Local business and industry procurement is a relevant social matter for the Project because the continuation of mining at IPC will sustain demand for goods and services across the local and regional supply chain. The SIA identifies that the Project will generate procurement demand during construction, continue existing supply arrangements during operations, and support broader economic activity through both direct expenditure and indirect workforce spending. Section 6.4 of **Appendix Y** details the impacts relating to local business and industry procurement, with summaries provided in the following sections.

21.6.5.1 Increase in Supply and Procurement Opportunities

The SIA identifies a positive impact associated with increased supply and procurement opportunities during all phases of the Project. This reflects the Project's demand for goods and services and the continuation of procurement activity through existing and new supply arrangements linked to IPC.

The significance of the Project's impact in terms of increased procurement and supply arrangements is assessed as positive (see Table 21-8). With the implementation of additional measures to promote local suppliers and Indigenous businesses, the positive impacts will be further enhanced (see Table 21-8).

21.6.5.2 Ongoing Economic Benefits for Local and Regional Businesses

Economic modelling (see section 5.1 of **Appendix Z**) indicates that during the construction phase, the Project will generate a total regional industry output increase of approximately \$59.1 million per annum. During operations, the mining industry is forecast to experience an average increase in regional output of approximately \$461.5 million per annum. The transport and storage sector is forecast to increase by approximately \$30.7 million per annum, with business services increasing by approximately \$15.6 million per annum.

The Project will also support the ongoing viability of local retail, hospitality and service businesses through sustained workforce patronage by the local workforce, and for DIDO/FIFO workers pre and post-roster arrangements. This benefit will be derived from indirect and induced expenditure, including workforce spending on clothing, food, accommodation, recreation, and household services. These indirect procurements include economic benefit derived by WAV supply chains.

The significance of the Project's impact in terms of ongoing economic benefit to local and regional businesses is assessed as positive (see Table 21-8). With the implementation of additional measures to promote local and regional suppliers, and workforce local spend, the positive impacts will be further enhanced (see Table 21-8).

21.6.5.3 Impact Evaluation

Additional information on the assessment of impacts to local business and industry procurement is provided in Section 6.4 of **Appendix Y**.

Table 21-8 summarises the identified impacts relating to local business and industry procurement and evaluates their significance before and after mitigation measures. Following mitigation, all impacts to local business and industry procurement are assessed as positive.

Table 21-8 Impact Significance Evaluation, Local Business and Industry Procurement

Social impact	Impact type	Project phase*	Stakeholder group affected	Significance (unmitigated/unenhanced)	Proposed management measure/s	Significance (mitigated/enhanced)
Increase in supply and procurement opportunities	Positive	C, O, R&C	Isaac Business Chamber and local business network GW3 Tier 1 and Tier 2 Contractors BBAC and updated list of suppliers Dept Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	Magnitude: Positive Vulnerability: Medium Significance: Positive	SIMP Local Business and Industry Procurement Plan (see Section 21.7.4) - Local Content Strategy addressing requirements of SSRC Act (2017) and including a responsible procurement protocol to cascade to contractors. - Collaboration with Isaac Business Chamber and BBAC. - Explore unbundling of procurement packages to enable local business participation and enable sequencing of works that reduce peak construction periods - Apply procurement conditions for major contractors to demonstrate how they will consider local supply and procurement. - KPI-based monitoring and reporting framework	Magnitude: Positive Vulnerability: Low Significance: Positive
Ongoing economic benefits for local and regional businesses	Positive	C, O, R&C	Isaac Business Chamber and local business network BBAC and updated list of suppliers IRC Shop Local Program Administrators	Magnitude: Positive Vulnerability: Medium Significance: Positive	SIMP Local Business and Industry Procurement Plan (see Section 21.7.4) - Apply procurement conditions for major contractors to demonstrate how they will consider local supply and procurement - Promotion of Shop Isaac campaign among local and non-local workforce SIMP Workforce Management Plan (see Section 21.7.2) - Live Local Initiative and promotions campaign with IRC	Magnitude: Positive Vulnerability: Low Significance: Positive

21.6.6 Health and Community Wellbeing

The SIA assesses the Project's potential impact on key community characteristics as well as services essential to community health and well-being in terms of:

- Project-related change in demand for social infrastructure, including emergency services
- changes to living environment conditions and land use of nearby landowners
- loss of tangible and intangible cultural heritage affecting cultural and community wellbeing
- Project-related traffic impacts on community safety and well-being
- Project-related population retention influencing community vitality and cohesion
- post-mining land use and land rehabilitation opportunities for community wellbeing.

Section 6.5 of **Appendix Y** details the impacts relating to health and community wellbeing, with summaries provided in the following sections.

21.6.6.1 Change in Demand for Social Infrastructure

The Project is not expected to create a material increase in demand for local and regional social infrastructure during construction or operations. Rather, as a replacement of existing mining activities, the Project is expected to continue the existing workforce and population profile over a longer period, with demand for services gradually declining over time as workforce numbers reduce in line with mine production. Any increase in the residential workforce associated with the Live Local initiative is expected to be modest, with approximately five additional residential workers potentially generating around 14 additional residents in Moranbah. On this basis, the SIA identifies only a limited potential increase in demand for services such as childcare and schooling, equating to around one to two childcare places and approximately three to four additional school enrolments. Existing stakeholder concerns regarding service capacity, particularly in relation to health, mental health, early childhood education and emergency services, are therefore recognised as part of the baseline context rather than being materially driven by the Project itself.

Section 6.5.1 of **Appendix Y** provides a detailed assessment of potential Project impacts on social infrastructure for early childhood education and care, education, hospitals and health, mental health and wellbeing services, and police, ambulance, fire and emergency services.

The significance of impact of the Project on these services prior to management measures, is assessed moderate (see Table 21-9). The Project's SIMP sets out the management measures and contributions Stanmore will make as part of the Project to reducing service and sectoral vulnerabilities which will reduce the Project's impact significance on local social infrastructure and services to low (see Table 21-9).

21.6.6.2 Changes to Living Environment (Access, Noise, Dust, Vibration, Residential Amenity) and Existing Surface Land Use Activities

Maintaining coexistence between mining operations and adjoining agricultural land uses is critical to region's economic profile, property viability, amenity and liveability, and wellbeing of nearby residents.

Section 6.5.2 of **Appendix Y** assesses potential impacts from changes to living environment and surface land use, with consideration for proposed management measures, of:

- air quality and dust impacts on nearby sensitive receptors, as informed by **Appendix U**
- noise and vibration effects on nearby sensitive receptors, as informed by **Appendix V**
- access, safety and security for nearby landholders, as informed by **Chapter 7**.

The Project affects one large scale private landholding, Winchester Downs, which includes residences located approximately 1.2 km south of proposed mining activities. Stanmore will enter into a compensation agreement with the landholder, inclusive of compensation for reduction in land use for agriculture and alternative arrangements for amenity impacts. All other residences are located 5 – 10 km

from proposed mining activities, with Moranbah township approximately 10 km north-west, and not predicted to experience amenity impacts resulting from the Project. No other properties are predicted to experience a change in land use as a result of the Project.

The various components of potential change to the living environment and land use have been assessed to substantiate the overall impact assessment.

With the implementation of measures to mitigate amenity and land use impacts, in particular at Winchester Downs, the residual significance of impacts is assessed as low.

21.6.6.3 Loss of Tangible/Intangible Cultural Heritage Values due to Disturbances of Sites and/or Landscape Change

The Project is not likely to contribute to loss of non-indigenous cultural heritage (NICH) but does have the potential to contribute to a decrease or loss of both tangible and intangible cultural heritage values for First Nations stakeholders. The assessment of NICH (see **Chapter 20**) did not identify any non-indigenous heritage values within the Project's disturbance area. A procedure has been established to manage unexpected finds during the Project's construction and operation.

BBAC is the registered native title holder for the land where the Project is proposed, and the relevant Aboriginal Party for managing Indigenous cultural heritage. During SIA engagement the BBAC highlighted the cultural significance of Isaac River and Cherwell Creek. **Chapter 20** details the indigenous cultural heritage values relevant to the Project, noting that cultural heritage clearances associated with exploration activities for the Project, covering large areas of the proposed mining activities have not identified any sites of tangible cultural heritage to date.

The Project has a minor direct disturbance within Isaac River and Cherwell Creek, associated with the construction of bridges and a temporary dragline crossing. These direct impacts are approximately 5 – 7 km upstream of the confluence of Cherwell Creek with the Isaac River. **Chapter 9** demonstrates that the anticipated effects of the Project on hydrology, geomorphology and associated ecosystems are negligible to minor and therefore very low potential to impact cultural heritage values outside the direct disturbance area of the Project.

A Cultural Heritage Management Plan will be executed with the BBAC for the management of cultural heritage potentially impacted by the Project. The Project's SIMP sets out measures and strategies to enhance cultural awareness of the Barada Barna Peoples' history and connection to country through the naming of meeting venues on site, and the establishment of a dedicated meeting place.

With the proposed management measures, the significance of impacts to tangible or intangible cultural heritage values is low (see Table 21-9).

21.6.6.4 Effect of Project-related Traffic on Community Travel and Safety along the Peak Downs Highway and Local Roads

The traffic impact assessment (see **Chapter 18** and **Appendix W**) identifies that traffic generated by the Project is expected to be comparable to that associated with current mining operations at IPC. The Project is not anticipated to result in material changes to public road use across the Peak Downs Highway, Peak Downs Mine Road or Moranbah Access Road. Overall, the Project is not expected to place greater pressure on transport networks than existing mining operations at IPC, but will extend the duration of road use.

The traffic impact assessment determined that the Project, with proposed traffic management measures, would not materially change road safety, would not require any changes to site access and intersections, would not materially change the level of service on roads, but would require a contribution to mitigate pavement impacts due to the extended duration of road use.

With the proposed management measures, the significance of impacts to Project-related traffic on community travel and safety, is low (see Table 21-9).

21.6.6.5 Population Retention Influencing Community Vitality and Cohesion

The Project is expected to enhance long-term employment security over an extended 15-year period with direct benefits for 45-50 existing residential workers associated with IPC, together with their families, and connections to Moranbah community. Generation of new or replacement employment opportunities and continued implementation of Stanmore's Live Local initiative, is expected to achieve a modest incremental increase in the residential workforce of a further 5 households.

The Project's contribution to population retention and its potential to influence community vitality and cohesion is assessed as positive (see Table 21-9). With additional measures in place supporting growth of the Project's residential workforce and contributions to community life, the positive impacts are enhanced (see Table 21-9).

21.6.6.6 Post-mining Land Use and Land Rehabilitation Opportunities

Post-mining land use and rehabilitation represent key social considerations for the Project, particularly for affected landholders and the Barada Barna People. The Project's Progressive Rehabilitation and Closure Plan (PRCP), including final landform design and proposed post mining land uses, is provided in **Appendix AB**. The PRCP proposes returning the majority of the disturbed land to productive grazing use, with selected areas rehabilitated to native vegetation and a retained pit lake for beneficial use (e.g. water to supplement pastoral activities).

Key positive social outcomes include the restoration of productive land for long-term pastoral use, reduced post-closure safety risks through stable landforms, employment and business opportunities generated through progressive rehabilitation works and post mining land use activities, and meaningful opportunities for Barada Barna participation in cultural land management and rehabilitation monitoring.

Potential stakeholder concerns associated with Project closure relate to future long-term land productivity, water quality, and the need for ongoing assurance of rehabilitation performance. With implementation of PRCP milestones required by the PRCP schedule for the Project, the outcomes are assessed as positive (see Table 21-9). The Project's closure strategy will support enduring pastoral use, cultural values, and regional land stability, with opportunities to explore future economic outputs post-mining, to contribute a positive legacy from mining in the Isaac region. The PRCP includes post mining land use activities (see **Chapter 5**), such as an algae production facility and pumped hydroelectricity energy storage scheme, with the potential to provide ongoing socio-economic benefits to the region through investment and employment.

21.6.6.7 Impact Evaluation

Additional information on the assessment of impacts to health and community wellbeing is provided in Section 6.5 of **Appendix Y**.

Table 21-9 summarises the identified impacts relating to health and community wellbeing and evaluates their significance before and after mitigation measures. Following mitigation, all impacts to health and community wellbeing are assessed as low or positive.

Table 21-9 Impact Significance Evaluation, Health and Community Well-being

Social impact	Impact type	Project phase*	Stakeholder group affected	Significance (unmitigated/unenhanced)	Proposed management measure/s	Significance (mitigated/enhanced)
Change in demand for social infrastructure (i.e. health and medical, early childhood and education, and emergency services)	Negative	C, O	Stanmore employees and contractors On-site medical team QPS, QAS and QFES Moranbah interagency and social infrastructure providers including schools, health, childcare, mental health services IRC Civeo	Magnitude: Low Vulnerability: Medium Significance: Moderate	SIMP Health and Community Well-being Plan (see Section 21.7.5) - Provision of on-site medical facilities, including trained paramedics as first responders and supported by first aid officers - Maintain a dedicated, all-weather helipad at a location proximal to the Project for emergency medical evacuations - Establish a framework for communication with social infrastructure providers, including health, education and emergency services (see also SIMP CSEP Engagement Action Plan) - Renewed contribution toward youth development and CLA - New contribution to CUC at Project approval, expanded at Year 3 of the Project - New annual contribution to SelectAbility to support local delivered mental health programs - Facilitate interim short-term access to units within Stanmore's existing pool of WAV rooms as affordable accommodation options for visiting services and trades, in consultation with Civeo, IRC and SIMP partners SIMP Workforce Management Plan (see Section 21.7.2) - Integrated Health and Safety Management System	Magnitude: Low Vulnerability: Low Significance: Low
Changes to living environment (e.g. access noise, dust, vibration)	Negative	C, O	Sensitive receptors Winchester Downs property occupants / Winchester Foundation	Magnitude: Moderate Vulnerability: Low	SIMP Health and Community Well-being Plan (see Section 21.7.5) - Renewed Land Access and Management Rules - Project controls and management plans (for dust, noise, vibration)	Magnitude: Low Vulnerability: Low

Social impact	Impact type	Project phase*	Stakeholder group affected	Significance (unmitigated/unenhanced)	Proposed management measure/s	Significance (mitigated/enhanced)
				Significance: Moderate	Proactive engagement and accessible complaints management process	Significance: Low
Loss of tangible/intangible cultural heritage values due to disturbances of sites and / or landscapes changes	Negative	C, O	BBAC IRC (NICH)	Magnitude: Moderate Vulnerability: Medium Significance: Moderate	SIMP Health and Community Well-being Plan (see Section 21.7.5) - Cultural Heritage Management Agreement / Plan with BBAC - Native Title agreement with BBAC, including renewed Project participation targets for workforce and supply chain - Enhanced on-site cultural awareness of Barada Barna's history and connection to country through the naming of offices/meeting rooms, and establishment of a dedicated meeting place co-designed with BBAC. - Maintaining the shared "meeting place" on the banks of the Isaac River to support access to culturally significant areas and promote cultural awareness - Chance find management of non-Indigenous cultural heritage sites or artefacts in accordance with the <i>Queensland Heritage Act 1992</i>.	Magnitude: Low Vulnerability: Low Significance: Low
Effect of Project-related traffic on community travel and safety along the Peak Downs Highway and local roads	Negative	C, O	Local and regional communities – road users Stanmore employees and contractors QPS, QAS and QFES Moranbah interagency and social infrastructure providers including schools, health,	Magnitude: Low Vulnerability: Low Significance: Low	SIMP Workforce Management Plan (see Section 21.7.2) - Workforce Code of Conduct - Integrated Health and Safety Management System SIMP Health and Community Well-being Plan (see Section 21.7.5) - Project Controls and Management Plans, including traffic management measures - Establish a framework for communication with social infrastructure providers regarding Project management plans, including health, education and emergency services (see also SIMP CSEP Engagement Action Plan)	Magnitude: Low Vulnerability: Low Significance: Low

Social impact	Impact type	Project phase*	Stakeholder group affected	Significance (unmitigated/unenhanced)	Proposed management measure/s	Significance (mitigated/enhanced)
			childcare, mental health services Isaac and Mackay Regional Council Department of Transport and Main Roads		Traffic management: implementation of traffic management measures from recommendations outlined in the traffic impact assessment.	
Population retention influencing community vitality and, cohesion	Positive	O	Local communities and grant recipients (Moranbah, Coppabella, Dysart, Isaac LGA) SIMP partners BBAC IRC	Magnitude: Positive Vulnerability: Low Significance: Positive	SIMP Health and Community Well-being Plan (see Section 21.7.5) - Renewed contribution to youth development and childcare services - New contribution to CUC at Project approval, expanded at Year 3 of the Project - Establish a framework for communication with social infrastructure providers regarding Project management plans, including health, education and emergency services (see also SIMP CSEP Engagement Action Plan) - Stanmore Community Grants Program SIMP Community and Stakeholder Engagement Plan (see Section 21.7.1) - Enhanced Project communications SIMP Workforce Management Plan (see Section 21.7.2) - Workforce and community mental health initiatives - Workforce transition and communication program	Magnitude: Positive Vulnerability: Negligible Significance: Positive

Social impact	Impact type	Project phase*	Stakeholder group affected	Significance (unmitigated/unenhanced)	Proposed management measure/s	Significance (mitigated/enhanced)
Post-mining land use and land rehabilitation opportunities	Positive	R&C	DETSI IRC Winchester Downs Property occupants Winchester Foundation BBAC	Magnitude: Positive Vulnerability: Medium Significance: Positive	SIMP Community and Stakeholder Engagement (see Section 21.7.1) • Preparation and implementation of a PRCP, including PRCP consultation with relevant community members to explore post mining land use options.	Magnitude: Positive Vulnerability: Low Significance: Positive

21.6.7 Cumulative Social Impact Assessment

21.6.7.1 Methodology and Overview

Communities in the Isaac region live with an accumulation of both positive and negative impacts from the range of major infrastructure operating, planned, or proposed in the region.

The cumulative social context of the Bowen Basin mining region has been evaluated, specifically focusing on the interaction between the Project and other major developments identified as having the potential for cumulative social impacts, namely :

- Eagle Downs Mine: Underground coal mining (Stanmore subsidiary)
- Winchester South Mine: open cut coal mine (Whitehaven Coal)
- Olive Downs Complex (Pembroke Resources)
- Peak Downs Continuation project (BHP and partners)
- Bowen Gas project (Arrow Energy)
- Moranbah Solar and BESS project (Grupa Cobra).

A detailed analysis of these Projects is provided in Section 6.6 of **Appendix Y**. These projects have been considered for their contribution, with the Project, to cumulative impacts in line with the SIA Guideline and supplementary technical guidance. These projects have been shortlisted from the baseline development context described at Section 5.3 of the of **Appendix Y** , based on:

- the nature of their impacts
- the timing and location of the developments and their impacts
- the certainty of their impacts
- feedback from the local authority as to the status, nature and potential need for consideration of major projects in the region.

It should be noted historical evidence clearly indicates it is unlikely that all identified projects will proceed as per their stated scheduled timeframes or proposed scope. Therefore, cumulative effects may occur at different periods or at a different level than anticipated at the time of assessment. However, the cumulative impact assessment utilises available information about other projects that are reasonably foreseeable, with a focus on new projects as existing projects are considered in the existing social baseline, including Stanmore's existing mining operations in the region such as IPC.

Further, during the SIA development period, a number of major announcements were made with regards to existing and proposed infrastructure and operations in the region (e.g. Moranbah North mine suspended operations from March 2025 (affecting 150 workers), and Anglo American and BMA announced job losses in September 2025 (affecting 300 and 750 roles respectively). While the result of these changes won't be discernible in the Project's social baseline data and reporting from 2025 and early 2026, the changes are expected to have a material effect on current labour force and supply chain capacity in the region. In addition, while the Saraji East Mining Lease project received EIS approval in November 2025, BMA has subsequently announced it will not continue with the investment due to the current QLD Royalty structure (ABC News, 2025b). The Saraji East project is therefore not considered as part of the cumulative social impact assessment.

The Project's social impacts have been assessed in Sections 21.6.1 to 21.6.6, with a mix of negative and positive impacts, with negative impacts generally have a low residual impact significance. This low impact significance is largely a result of the Project replacing existing mining activities at IPC (i.e. an extension of IDM) with limited change to the existing positive and negative social impacts from IPC. This means the Project is anticipated to make a very minor contribution towards cumulative social impacts, when considered in combination with other new developments in the region.

21.6.7.2 Assessment and Monitoring of Cumulative Social Impacts

The Peak Downs Continuation project is an active proposal expected to have completed construction and be in operation by 2028. The Peak Downs Continuation project is an extension of existing mining activities and therefore it is expected to result a continuation of existing social impacts and benefits, captured in the social baseline for the region (see Section 21.5), rather than generate new social impacts and benefits. Similarly, the Olive Downs project commenced operations in 2024 and therefore social impacts and benefits from that project are increasingly captured in the social baseline for the region (see Section 21.5). Cumulative labour demand is predicted from Olive Downs operations as that project ramps up towards peak production in 2031. These two projects will result in an ongoing level of economic and social activity during the IDE Project's construction and operational phases and are critical drivers of the regional employment baseline.

The proposed Winchester South, Moranbah Solar and BESS, and Bowen Gas projects have proposed construction phases that may overlap with the Project's construction window of 2026 to 2028. While renewables projects are likely to have different specialist construction workforce needs to the Project, there will be competition for short term accommodation and general support services in Moranbah. The gas project construction will be staggered over decades with potential periods of overlapping construction with the Project limited to some gas wells or local gas pipeline development. The timing of commencement of the Winchester South project is currently uncertain, subject to a decision by the Queensland Land Court. Notwithstanding, if construction activities for these projects occurs during the same period as Project's construction there could be measurable cumulative impacts associated with increased demand for construction workforce with associated pressure on short term accommodation. This demand is expected to be filled by existing WAVs or each project's specific accommodation arrangements to mitigate impacts on the private rental market.

Eagle Downs project is an approved underground mining project that was acquired by Stanmore in August 2024 and is subject to further investment decisions prior to commencement of operations. Some preliminary construction activities have already occurred. There is potential that construction activities will commence in late 2026 or 2027, with the mine operating until 2055. Eagle Downs mine is likely to replace mining activities other Stanmore mines (e.g. Poitrel mine) and hence will result in a continuation of social impacts and benefits rather than new, cumulative social impacts and benefits. This would include similar workforce accommodation strategies to the mines it is replacing. Nevertheless, as Stanmore owns both the Project and Eagle Downs project, any overlap of construction and operational activities provides the opportunity for social impacts to be proactively managed by Stanmore. This could include maximising local employment opportunities and minimising impacts to local and regional accommodation or the local environment through coordinated logistics and workforce planning.

The Project's SIMP includes provision of collaborative monitoring with other projects and organisations across accommodation, social infrastructure, business and industry, health and wellbeing, and environmental controls. This will assist in identifying cumulative social impacts and seeking collaborative measures for management of cumulative impacts.

Given the generally low residual significance of social impacts from the IDE Project, and factors influencing the scope and timing of other projects, the IDE Project is not expected to significantly contribute to adverse cumulative social impacts.

In the context of cumulative impacts, it is noted that consultation fatigue is a verified issue for community members who are repeatedly engaged regarding existing and proposed developments in the local area. This can cause reduced participation in assessments by key residents and stakeholders, diminishing their quality and effectiveness, as well as being a potential source of fatigue/stress for those involved.

The risk of consultation fatigue may be mitigated through considered and targeted engagement by proponents, coordinated with other proponents and drawing on existing mechanisms and information wherever possible. The engagement measures set out within the Project's SIMP align with the SIA

Guideline principles of participatory engagement and are considered sufficient to address Project's potential contribution to cumulative effects on stakeholder participation and fatigue.

21.6.8 Impacts Associated with the Project not Proceeding

Without the Project, mining operations at IPC are expected to ramp down from 2026 to 2028, resulting in a comparatively sharp decline in employment rather than a staged transition over time. By sustaining a core workforce through to 2043, the Project would provide an additional decade of employment stability, avoiding a sharp decline in workforce numbers and delivering greater certainty for workers and their families. If the Project does not proceed, this extension of employment life and the associated income security will not be realised.

Recent coal sector restructures across the Bowen Basin and Queensland illustrate the significance of job losses for local and regional employees and their families. Industry sources estimate that total Queensland coal sector job losses exceeded 950 positions during late 2025 (DiscoveryAlert, 2025). Between September and November 2025, major producers announced significant workforce reductions across the Bowen Basin. BHP Mitsubishi Alliance (BMA) cut approximately 750 jobs and mothballed the Saraji South Mine at Dysart (ABC News, 2025a). Anglo American Australia also confirmed more than 200 redundancies across its Queensland coal operations, including underground mines near Moranbah and corporate support roles located in Brisbane (ABC News, 2025b). In November, QCoal also announced redundancies or changed positions for approximately 70-85 workers in the Bowen Basin citing challenging market conditions, high production costs and low coal prices (Courier Mail, 2025).

BMA also announced its decision not to progress investment in the approved Saraji East Mining Lease Project (a loss of potential employment for 1000 workers).

While a proportion of these redundancies were absorbed within larger labour markets such as Mackay and Brisbane, where workers have greater capacity to transition between industries, commute, or redeploy; residential mining towns such as Moranbah, Dysart and Nebo are significantly more exposed to permanent socio-economic loss when locally based residential roles are removed (The Guardian, 2025); (InDaily Qld, 2025).

In Moranbah specifically, up to 50 roles associated with the existing IPC workforce are residential rather than FIFO/DIDO. The loss of locally based roles therefore translates directly into moderate potential household income shock, potential for elevated mortgage and rental stress, moderate but increased population out-migration, further contraction in school enrolments, and reduced demand for local retail, hospitality and services.

In contrast, job losses in Mackay and other diversified regional centres are more likely to result in industry switching and redeployment which may moderate community level impacts.

In a no Project scenario, employment decline would be experienced as a concentrated but moderate change within the Moranbah residential labour market. In the context of job losses across the Bowen Basin in Q4 2025, this materially heightens the social risk profile by accelerating population decline, undermining local business confidence, reducing council rates revenue, and weakening demand for essential services and community infrastructure.

While earlier land rehabilitation and reduced exposure to mining-related safety risks may represent long-term environmental and health benefits under a no-Project scenario, the absence of a clearly funded and coordinated economic transition strategy for Moranbah materially elevates social and economic risk.

Ending operations by 2028, rather than extending employment to 2043 compresses the adjustment period for households, councils, schools, health services and businesses. In this context, the Project acts as a structured employment transition buffer that sustains a residential workforce for longer and supports staged regional diversification.

21.7 Social Impact Management and Benefit Enhancement

The SIMP (see **Appendix AK**) details the actions Stanmore has committed to in order to respond to the impacts and opportunities identified in Section 21.6. A requirement of the SIA guideline is that a SIMP is prepared as part of the SIA which includes sub-plans for:

- community and stakeholder engagement
- workforce management
- housing and accommodation
- local business and industry procurement
- health and community wellbeing.

This section provides a summary each of the sub-plans which comprise the SIMP including the process for ongoing monitoring and review.

The SIMP has been prepared specifically for the Project, noting that IDM has an approved SIMP. As described in Section 21.8, Stanmore proposes that a consolidated social impact management report (SIMR) is prepared for IPC, comprising the requirements for IDM and the Project. This will minimise unnecessary duplication and more closely align with social impact management across IPC.

21.7.1 Community and Stakeholder Engagement Plan

The Project's Community and Stakeholder Engagement Plan (CSEP) (see Section 2 of **Appendix AK**) will guide the engagement with all key communities and stakeholders in the ongoing mitigation and management of social impacts and benefits. It outlines the proposed measures for engagement throughout the life of the Project.

21.7.1.1 Objectives

The objectives of the CSEP are to:

- identify stakeholder groups that could be affected by or may have an interest in the Project
- maintain transparent and inclusive community and stakeholder engagement to facilitate ongoing management and monitoring of potential social impacts and maintain strong key stakeholder relationships
- tailor engagement methods and opportunities with sensitivity to potential consultation fatigue and/or community and cultural expectations
- ensure that the Project's planning and delivery, adaptive impact management measures, and post-mining land use considerations continue to be informed by key stakeholder views
- continue to provide a mechanism that enables affected communities and stakeholders to register any complaints, queries or feedback and have these addressed in a timely manner.

21.7.1.2 Management Measures

Key stakeholder groups, as identified through the consultation process for the SIA, are identified in Section 21.4. The proposed CSEP actions and management measures are provided in Table 21-10, including applicable stakeholders, relevant Project phase, monitoring timeframes and key performance indicators (KPIs).

To address local stakeholder expectations and increase visibility of Stanmore's local contributions, a community update featuring Project updates will be published at least every six months during the Project's construction phase and at least for the first five years of Project operations. The integrated IDM and Project SIMR will be published annually during Project construction and the first year of operations in line with the Community Stakeholder and Engagement Plan provided in Table 2.3 in **Appendix AK**.

Table 21-10 Community Stakeholder and Engagement Plan

Actions	Associated stakeholders / partners	Project phase*	Monitoring frequency	KPI
Maintain a dedicated Communities and Social Performance Principal role as the primary community contact point for the Project	CSEP stakeholders (Section 21.4)	C, O, R&C	Annual review during construction, first year of operation, and every three years thereafter	Evidence of primary contact point and contact details distributed with all formal communications regarding the Project.
Continue to engage with affected landholder representatives to monitor impacts	Winchester Downs owners, property manager and Winchester Foundation Other adjoining landholders	C, O, R&C	Annual review during construction, first year of operation, and every three years thereafter	Number of recorded engagements with local and surrounding landholders
Continue in identifying issues, disseminating information throughout the life of the Project and providing a forum for discussion	IRC Moranbah interagency SIMP partners – IAHT, CUC, CLA, Winchester Foundation, SelectAbility Isaac Business Chamber Coppabella Community Centre Relevant government agencies	C, O, R&C	Annual review during construction, first year of operation, and every three years thereafter	- Number of engagement events held with community. - Number of community complaints and inquiries received.
Establish and maintain long-term respectful relations with the Barada Barna including managing cultural heritage in accordance with the Cultural Heritage Management Plan and meeting the requirements of the Native Title Agreement.	BBAC	C, O, R&C	Annual review during construction, first year of operation, and every three years thereafter	Implementation of Cultural Heritage Management Plan and clauses in the Native Title Agreement

Actions	Associated stakeholders / partners	Project phase*	Monitoring frequency	KPI
Co-design with Barada Barna a culturally sensitive meeting place in the Project area, and opportunities to enhance cultural awareness through onsite signage in traditional language	BBAC	C, O, R&C	Annual review during construction, first year of operation, and every three years thereafter	- Evidence that onsite meeting place is designed with Barada Barna representatives - Number of Barada Barna meetings held on site, and at meeting place
Regular engagement with IRC in the monitoring of SIMP implementation	IRC	C, O, R&C	Annual review during construction, first year of operation, and every three years thereafter	- Six monthly operational meetings with Council - Six monthly engagements between Council and Stanmore Executive representatives - Ad hoc meetings in response to any specific matters - Number of SIMP related engagement events held with IRC
Regularly attend and participate in locally-led stakeholder networks and forums	Isaac Business Chamber events Moranbah interagency	C, O, R&C	Annual review during construction, first year of operation, and every three years thereafter	- Number of Isaac Business Chamber events attended - Number of Moranbah interagency meetings attended - Number of community-led events attended, proactively and/or by invitation
Provide various communication channels about changes to traffic during construction	Local community and road users	C, O, R&C	Annual review during construction, first year of operation, and every three years thereafter	Number of community complaints and inquiries received regarding traffic and transport
Continue to engage with local service providers if and when blasting and other Project related activities have any potential to impact on the community	Service providers	C, O, R&C	Annual review during construction, first year of operation, and every three years thereafter	Number of engagement events held with local service providers
Early and ongoing engagement through development of a PRCP for the Project	Department Of Environment, Tourism, Science and Innovation	C, O, R&C	Annual review during construction, first year of	Early engagement documented as part of PRCP including how

Actions	Associated stakeholders / partners	Project phase*	Monitoring frequency	KPI
	BBAC IRC Winchester Downs owners, property manager and Winchester Foundation		operation, and every three years thereafter	engagement has informed PRCP outcomes
Establish, publicise, and maintain a readily accessible community complaints and resolution process	CSEP stakeholders (Section 21.4)	C, O, R&C	Annual review during construction, first year of operation, and every three years thereafter	Number of community complaints and enquiries received
Bi-annual publication and dissemination of Project Community Updates	Local community and SIMP partners	C, O, R&C	Annual review during construction, first year of operation, and every three years thereafter	Bi-annual publication of Project Community Updates
Broad promotion of Stanmore's Community Grants Program funding rounds including annual reporting on funding outcomes in the Project's local communities	Community organisations in Isaac Region, with attention to applications from local communities of Moranbah, Dysart and Coppabella	C, O, R&C	Bi-annually, reported in Project Community Updates Annual review during construction, first year of operation, and every three years thereafter	Number and type of funded projects in Isaac LGA, and specifically with organisations based in Moranbah, Coppabella and Dysart

21.7.1.3 Complaints Management

For community members, landholders, Traditional Owners and other external parties affected by the Project, Stanmore will also implement its complaints management process. This process has been updated in accordance with the systematic procedure set out in Stanmore's Stakeholder Engagement Guideline (SMR-EMC-GDL-000008). The external grievance mechanism provides a clear pathway for raising concerns related to:

- community and environmental impacts from the Project and other operations
- quality-of-life issues affecting nearby residents
- land access, landholder engagement and compensation
- cultural heritage matters and Traditional Owner interests
- general feedback or suggestions relating to the Project and other operations

Key features of the process include:

- Swift response: All complaints are acknowledged within 24 hours.
- Transparent investigation: Concerns are assessed within 30 days, with regular updates provided.
- Collaborative resolution: Solutions are developed in consultation with the complainant.
- Escalation options: Independent mediation is available if the proposed resolution is unsatisfactory.
- Cultural sensitivity: The process is adaptable to local context and responsive to vulnerable groups.

A process flow diagram for the process undertaken by Stanmore when receiving a community and stakeholder complaint or feedback is provided in Section 2.8 of **Appendix Y**.

21.7.2 Workforce Management Plan

The Workforce Management Plan (see Section 3 of **Appendix AK**) describes the measures and commitments proposed to manage workforce-related social impacts and enhance workforce-related benefits associated with the Project. It provides the framework for workforce transition, recruitment, accommodation, wellbeing and training outcomes, with a focus on supporting workforce continuity while responding to the needs of local and regional communities.

21.7.2.1 Objectives

The Workforce Management Plan addresses the management and monitoring of identified potential social impacts associated with the Project workforce. The plan addresses several key objectives, informed by Project SIA findings:

- Prioritise and maximise local employment and residential workforce outcomes.
- Maintain a stable and skilled long-term workforce.
- Facilitate equal employment opportunities for members of local and regional communities.
- Improve skills and capacity of local and regional communities and existing workforce through training and development initiatives.
- Support the health and wellbeing of the workforce and their families.
- Support the transition of affected employees and their households following the conclusion of IDM operations and transition to Project.

21.7.2.2 Management Measures

The proposed Workforce Management Plan actions and management measures are provided in Table 21-11, including applicable stakeholders, relevant Project phase, monitoring timeframes and key performance indicators (KPIs).

Key management measures, as summarised in Table 21-11, are further detailed in Section 3.4 of **Appendix AK**, including:

- workforce recruitment (including complying with the relevant provisions in the *Anti-Discrimination Act 1991*, such as no job opportunity being advertised as a FIFO only position)
- workforce transition and communication plan
- promotion of Stanmore's Live Local benefits
- workforce training, skills development and local career pathways
- workforce Code of Conduct
- integrated health and safety management system
- workforce and community mental health partnerships.

The integrated IDM and Project SIMR will be published annually during Project construction and during operation in accordance with the frequencies described in the Workforce Management Plan provided in Table 3.2 in **Appendix AK**.

Table 21-11 Workforce Management Plan

Social impact	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
Enhanced long-term employment security	Prioritise and maximise local employment and residential workforce outcomes	Implement the established recruitment hierarchy: - local study area (within safe commute) - Isaac LGA - adjoining regions (applying SSRC Act, and considering FIFO from MIW region) - Queensland. Employment opportunities are dispersed to local community groups through online sources and in physical locations to allow local access. Job positions are advertised through online media such as community Facebook pages, and company website etc.	Contractors and recruitment organisations	O	[%] of workforce from local study area [%] of workforce from surrounding regional communities [%] of workforce from Isaac LGA [%] of workforce from adjoining regions [%] of workforce from Queensland.	Annual
		Review and update the Project's Indigenous employment targets for the BBAC in line with the proposed Native Title agreement, and for First Nations in line with the Stanmore's endorsed Reconciliation Action Plan (RAP) Maintain an employment target for First Nations people of 5% of employees at the Project, which includes Stanmore employees and those of major contractors	BBAC First Nations People	C, O	[%] of first nations people in workforce [#] of Baranda Barna people completing induction.	Annual

Social impact	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
		Implement relevant employment commitments from Stanmore's endorsed Reconciliation Action Plan (RAP)	RAP working group	Ongoing	[#] of RAP employment commitments	Annual
Generation of new, ongoing and replacement employment opportunities	Facilitate equal employment opportunities for members of local and regional communities	Continued application of Stanmore's Equal Employment Opportunity (EEO) Policy which will apply to all employment aspects of the Project No job opportunities will be advertised as a FIFO only position.	Contractors and recruitment organisations	Ongoing	Workforce composition consistent with IPC workforce arrangements, with target for local residential workforce: 14-15% of workforce from local study area and/or Isaac LGA 70-71% of workforce reported as DIDO 15% of workforce reported FIFO	Annual
Gradual and staged reduction of employment during transition from IPC to the Project	Support the transition of affected employees and their households following the conclusion of IDM operations and transition to Project.	Maintain operations workforce positions in transitioning from IDM to the Project. Develop and implement a workforce transition plan for workers– such as advanced notification and redeployment opportunity measures to other Stanmore operations, as required Continued implementation of IPC PRCPs, providing ongoing employment during rehabilitation phases	Existing IDM/IPC workforce Local and regional employment and training providers	O	[%] of workforce successfully transitioned or redeployed [%] employee satisfaction with transition communication (workforce survey)	Bi-annually during transition phase (internal)
Workforce decline and transition at Project closure	Support structured and coordinated workforce reduction during	Implementation of a workforce transition plan to help employees with ongoing employment opportunities	Existing IDM/IPC workforce	O, R&C	[%] of workforce successfully transitioned or redeployed during later years of production	Bi-annually during Project ramp down

Social impact	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
	Project closure that preserves employment continuity where possible, minimising socio-economic disruption to affected workers and the wider communities.	Implementation of an employment transition / redeployment communication program to maintain transparency and manage career / employment expectations of employees	Local and regional employment and training providers Nearby regional communities / MIW region		and Project closure / rehabilitation [%] employee satisfaction with transition or redeployment communication (workforce survey)	phase (internal)
Increased demand and competition for construction labour	Maintain a stable and skilled long-term workforce	Apply procurement conditions for contractors to: • demonstrate how they will meet workforce needs without destabilising other local employers • require commitments to local training and skill development • require annual reporting on local workforce participation, training and skill development outcomes Ensure Stanmore's Local Content Strategy includes a responsible procurement protocol (no targeting of critical local services, transparent advertising with clear notice periods, ethical labour hire principles) to cascade to contractors.	Construction and operation contractors	C, O	Reportable outcomes issued by contractors, aggregated for IPC	Annual

Social impact	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
Opportunities for training and skills development	Improve skills and capacity of local and regional communities and existing workforce through training and development initiatives	Contribution and promotion of the 'Live Local' program – subsidising housing costs for worker choosing to reside in the local area (\$10,000 for joint promotion with IRC; with an annual subsidy per employee choosing to live locally). There will be no cap applied to the number of employees able to access the 'Live Local' Program.	Operations contractors	Ongoing	[#] of employees accessing program [\$] contributed to program [%] retention rate of participants IPC workforce insights (via Stanmore) on workforce choice and influencing factors for residential and non-residential accommodation options	Annually
		Provide ongoing training, skills development and career pathways to workforce, including one apprenticeship placement per year (valued at \$70,000), and promotion through local study area High Schools through to end of operation for the Project.	Principal contractors Training institutions	C, O	[#] of training programs delivered [Average #] training hours/employee	Annually
		Contribute to Moranbah's CUC of \$25,000 p.a. through to end off operations as a Bronze partnership member representing support for outreach and engagement by the CUC Support for locally-based university and scholarship student to access holiday work experience program (e.g. weekly employment for 2 students for all holiday periods annually) through to end of operation for the Project	CUC Winchester Foundation	Ongoing	[#] of candidates accessing holiday program placements per year [#] weeks utilised per candidate accessing the holiday program SIMP partner feedback regarding holiday	Annually

Social impact	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
					program / placement outcomes	
Risk to workforce health, safety and wellbeing	Support health and wellbeing of the workforce and their families	Continue to implement and improve the “swipe on/ swipe off” fatigue management system and mandatory drug and alcohol testing	On-site medical team	Ongoing	[#] of fatigue related incidents [#] non-compliance incidents with drug and alcohol policy	Monthly (internal) Annually
		Provide onsite medical facilities which are staffed by trained paramedics to act as first responders	On-site medical team	Ongoing	[#] of medical incidents managed onsite	Monthly (internal)
		Maintain a dedicated, all-weather helipad at a location proximal to the extension project for emergency medical evacuations Update working protocols for onsite incident management with QPS, QAS and QFES	On-site medical team QPS, QAS and QFES	Prior to operation, ongoing	[#] of medical evacuations via helicopter [#] of emergency service call outs to site	Annually
		Continue quarterly Mental Health First Aid Training for workforce. Additional annual contribution of \$15,000 through to end of operation for the Project toward locally-delivered mental health promotion programs targeted to needs associated with workforce demographic.	Stanmore employees and contractors SelectAbility	Ongoing	[\$] Annual contribution [#] workers accessing support services [?] employee feedback from mental health support survey	Annually
		Monitor workforce satisfaction with quality and services of WAVs and take corrective actions where required	Civeo	Ongoing	[%] Stanmore employee / contractor satisfaction rate with accommodation	Annually

Social impact	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
					[#] of accommodation related complaints and resolution time	
Psychosocial risks associated with non-residential work arrangements	Support health and wellbeing of the workforce and their families	Workforce Code of Conduct Integrated Safety and Health Management System (SHMS) Deliver mental health first aid training	Stanmore employees and contractors Principal Contractors QPS, QAS, and QFES Moranbah Hospital Moranbah Interagency and social infrastructure providers including MDSS	C, O	[#] Mental Health and First aid (MHFA) trained personnel onsite Evidence of contractor psychosocial risk management plan Six monthly mental health first aid training course	Six monthly
		Workforce and community mental health partnerships, including employee assistance program (EAP), mental health first aid for workforce, and in-community partnership with SelectAbility	SelectAbility TELUS (EAP) Principal Contractors	C, O	[#] workers accessing EAP per annum	Annually
		WAV conditions and non-resident workforce wellbeing monitoring	Civeo	C, O	[#] of accommodation related complaints and resolution time	Monthly (internal)

21.7.3 Housing and Accommodation Plan

The Housing and Accommodation Plan (see Section 4 of **Appendix AK**) describes the measures and commitments proposed to manage the Project's housing and accommodation impacts and enhance related benefits. It provides the framework for workforce accommodation arrangements, support for local housing choice and affordability, and continued use of established accommodation options in a way that minimises pressure on the local housing market.

21.7.3.1 Objectives

The Housing and Accommodation Plan outlines management and monitoring measures associated with Project impacts relating to housing and accommodation, focussing on several key objectives:

- Encourage an increase in the Project's local workforce.
- Provide genuine housing and accommodation choice to the workforce.
- Contribute positively toward affordability of local housing and accommodation options for community and key stakeholders.
- Contribute to affordability of accommodation options for visiting services.

21.7.3.2 Management Measures

The proposed Housing and Accommodation Plan actions and management measures are provided in Table 21-12, including applicable stakeholders, relevant Project phase, monitoring timeframes and KPIs.

Key management measures, as summarised in Table 21-12, are further detailed in Section 4.4 of **Appendix AK**, including:

- Stanmore's Live Local Program
- proposed contributions to the Isaac Affordable Housing Trust
- interim accommodation support for visiting services and trades
- collaborative monitoring measures.

The integrated IDM and Project SIMR will be published annually during Project construction and subsequent frequency during operations as described in the Housing and Accommodation Management Plan provided in Table 4.2 in **Appendix AK**.

Table 21-12 Housing and Accommodation Management Plan

Social impact / benefit	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
Local and non-resident workforce accommodation	Provide genuine housing and accommodation choice to the workforce Encourage an increase in the Project's local workforce	Continue to offer all members of the workforce the choice of camp style accommodation (utilising existing WAVs) or local housing subsidised through the "Live Local" program	Principal operations contractor Civeo	C, O	[#] workers in WAVs [%] workforce based in Coppabella and Moranbah WAVs [#] new and [#] total IPC workers accessing "Live Local" program [\$ total] amount of subsidies provided via "Live Local" program	Annual
Enhanced access to affordable accommodation options for visiting trades and services	Contribute positively toward affordability of local housing and accommodation options for community and key stakeholders Contribute to affordability of accommodation options for visiting services	Establish new contributions to the Isaac Affordable Housing Trust to enhance access to affordable housing and accommodation options in Moranbah and Isaac region, including: - Transfer the ownership of 3 townhouses at 16 Langford Court, Moranbah to the IAHT to provide 3 units for accommodation for affordable housing needs - Further financial contribution of \$100,000 p.a. for 3 years payable from year 3 of when effective coal production sales commence	IRC IAHT	C, O, R&C	[#] of engagement activities with housing stakeholders [%] track local rental affordability data against non-mining wages [# and %] of 3 Stanmore townhouses occupied and rented at subsidised rates	Annual
		New system to be developed by Stanmore's existing relationship with Civeo to facilitate access to Stanmore's existing pool of WAV rooms as	IRC IAHT CLA	C, O	[#] SIMP partner visiting services utilising Stanmore's WAV booking system and number of nights booked	Annual

Social impact / benefit	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
		affordable accommodation options for SIMP partners	CUC SelectAbility MDSS / ELAM Emergency Services		Feedback via Isaac Business Chamber to confirm no deleterious effect for local short-term accommodation providers	
		Twice-yearly monitoring of housing availability and affordability indicators to ensure Project SIMP commitments to affordability continues to contribute to stability of housing market:	IRC IAHT CLA CUC SelectAbility MDSS / ELAM Isaac Business Chamber	C, O	Feedback via SIMP partners on access to affordable short-stay accommodation options for visiting services [%] rolling quarter change in rental vacancies and asking rents in Moranbah compared to Central Queensland average	Six monthly
Ongoing economic benefits for WAV providers	Provide genuine housing and accommodation choice to workforce	Existing IPC contracts with WAV provider are sustained to support construction and operations phase	Civeo	C, O	[%] Stanmore employee / contractor satisfaction rate with accommodation [#] of accommodation related complaints and resolution time	Annual

21.7.4 Local Business and Industry Procurement Plan

The Local Business and Industry Procurement Plan (see Section 5 of **Appendix AK**) describes the measures and commitments proposed to maximise opportunities for local and regional businesses to participate in Project supply chains and to enhance the economic benefits generated by Project expenditure. It provides the framework for procurement practices, supplier engagement and support for local and First Nations businesses, with the aim of strengthening local industry participation over the life of the Project.

21.7.4.1 Objectives

The Local Business and Industry Procurement Plan applies to the management and monitoring of identified social impacts associated with business and service providers, focussing on several key objectives:

- Apply a transparent and competitive procurement approach.
- Improve visibility of Project procurement opportunities locally.
- Prioritise participation by local and regional businesses, including small and medium-sized enterprises (SMEs).
- Support Indigenous business involvement in the Project supply chain.
- Align procurement and contracting with Stanmore's Local Business and Content Strategy.
- Encourage indirect spend by local and non-local workers.

21.7.4.2 Management Measures

The proposed Local Business and Industry Procurement Plan actions and management measures are provided in Table 21-13, including applicable stakeholders, relevant Project phase, monitoring timeframes and KPIs.

Key management measures, as summarised in Table 21-13, are further detailed in Section 5.4 of **Appendix AK**, including:

- Stanmore's Local Content Strategy
- contractor engagement and management program
- collaboration with Isaac Business Chamber
- partnership with BBAC
- participating in IRC's 'Shop Isaac' program.

The integrated IDM and Project SIMR will be published annually during Project construction and the first year of operations as described within the Local Business and Industry Procurement Management Plan provided in Table 5.2 in **Appendix AK**.

Table 21-13 Local Business and Industry Procurement Plan

Social impact / benefit	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
Increased supply and procurement opportunities	Improve visibility of Project procurement opportunities locally Prioritise participation by local and regional businesses, including SMEs	Continue to implement the Local Content Strategy, giving preference to local suppliers where commercially and technically equivalent.	Isaac Business Chamber BBAC	C, O, R&C	[no] and [%] of local suppliers providing goods and services directly to Stanmore IPC [#] and [%] of annual spend with local suppliers	Annual
	Support Indigenous business involvement in the Project supply chain	Actively identify and engage with First Nations businesses, maintaining a register Establish opportunities for First Nations business participation and assist in establishing First Nations procurement processes and capability Implement business and employment opportunities in line with the RAP Establish a target for Indigenous business procurement, considering Native Title agreement with BBAC and the RAP	BBAC and updated list of suppliers Dept Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism First Nations	C, O, R&C	[#] of First Nations suppliers engaged [\$] total spend with First Nations businesses	Annual
	Apply a transparent and competitive procurement approach	Maintain a Local and Regional business register, inclusive of updated register of local First Nations businesses for internal	Tier 1 and Tier 2 Contractors	C, O, R&C	Register established, updated and distributed 6 months prior to construction, and annually thereafter	Annual

Social impact / benefit	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
		use and distribution to all major contractors Promote procurement process through Isaac Business Chamber events				
Continued economic benefit for local and regional businesses	Align procurement and contracting with Stanmore's Local Content Strategy	Maintain and transition as many supply contracts as possible from IDM to the Project to ensure continuity of employment and economic benefit for existing suppliers	Tier 1 and Tier 2 Contractors	C, O	[\$] total spend with suppliers, proportional spend across local, regional, and elsewhere in QLD. Reporting also on First Nations business spend and SME spend.	Annual
Continued indirect spend by local and non-local workers	Encourage indirect spend by local and non-local workers	Promote IRC's <i>Shop Isaac</i> campaign to local and non-local workers	Stanmore employees and contractors	C, O, R&C	Promotion of <i>Shop Isaac</i> campaign among workforce	Annual

21.7.5 Health and Community Wellbeing Plan

The Health and Community Wellbeing Plan (see Section 6 of **Appendix AK**) describes the measures and commitments proposed to manage the Project's impacts on social infrastructure, community wellbeing and local amenity, while enhancing positive community outcomes where possible. It provides the framework for responding to issues such as service demand, road safety, mental health and community benefit generation, with the aim of supporting the wellbeing and resilience of communities affected by the Project.

21.7.5.1 Objectives

The Health and Community Wellbeing Plan relates to the management of potential social impacts from the Project to the health and wellbeing of communities, focussing on several key objectives:

- Mitigate potential health and well-being impacts on neighbours and local communities.
- Minimise adverse impacts on the level of service to local and regional communities from existing social services, facilities, and infrastructure.
- Provide a framework for communication with social infrastructure providers, including health, education and emergency services.
- Contribute positively to community-led projects, culturally-led projects and local social cohesion.

21.7.5.2 Management Measures

The proposed Health and Community Wellbeing Plan actions and management measures are provided in Table 21-14, including applicable stakeholders, relevant Project phase, monitoring timeframes and KPIs.

Key management measures, as summarised in Table 21-14, are further detailed in Section 6.4 of **Appendix AK**, including:

- continued land access and management rules
- Project environmental controls and management plans
- renewed contribution toward youth development programs
- renewed contribution toward childcare service sustainability
- collaborative monitoring measures
- Stanmore's Community Grants Program (delivering a total annual contribution in 2025 of \$284,000 across local communities near to Stanmore's broader asset portfolio within the Isaac Region in prior years, with ongoing review of funding).

An integrated IDM and Project SIMR will be published annually during Project construction and the first year of operations described within the Health and Community Wellbeing Plan provided in Table 6.2 in **Appendix AK**.

Table 21-14 Health and Community Wellbeing Plan

Social impact/ benefit	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
Change in demand for social infrastructure (i.e. health and medical, early childhood and education, and emergency services)	Minimise adverse impacts on the level of service to local and regional communities from existing social services, facilities, and infrastructure	Provide onsite medical facilities which are staffed by trained paramedics to act as first responders Maintain a dedicated, all-weather helipad at a location proximal to the Project for emergency medical evacuations Continue financial childcare contribution to improve local service availability (\$65,000 p.a) through to end of operation for the Project. Annual amount reviewed based on continued demand from the workforce Additional annual contribution of \$15,000 through to end of operation for the Project toward SelectAbility's locally-delivered mental health promotion programs targeted to needs associated with workforce demographic.	CLA, SelectAbility On-site medical service provider	Annual	[#] of medical incidents managed onsite [#] of medical evacuations via helicopter [#] of emergency service call outs to site SIMP partner feedback on outcomes of annual funding contributions.	Annual
	Provide a framework for communication with social infrastructure providers, including health, education and emergency services	Review of emergency response plans with emergency services. Plans to include a list of key contacts, Project site maps, access and egress locations / escort points and protocols, and	QAS, QFES, QPS Moranbah Hospital /	Annual	Emergency service endorsement of Project bushfire, safety and emergency management plans	Annual

Social impact/ benefit	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
		coordinates for a helicopter landing zone. Enhanced Project communications including participation in local interagency meetings and engagement on community safety and wellbeing concerns			[#] of interagency meetings attended in Moranbah on behalf of Stanmore Reporting on how interagency feedback or requests for action / support have been considered and/or addressed under adaptive management principles by Stanmore	
Changes to living environment (e.g. access noise, dust, vibration)	Mitigate potential health and well-being impacts on neighbour's and local communities	Review of land access and management rules in consultation with property operations manager and Winchester Foundation representatives Monitoring of dust, noise and vibration. Communicating results with Winchester Downs and Moranbah	Winchester Foundation / Winchester Downs Property Manager	Annual	Land Access and Management Rules agreed with property manager [#] of complaints made by property owner/ representatives and resolution status Implementation of environmental controls and management plans [#] of amenity / environmental control complaints made and resolution status Agreement for impacts to amenity in place, as required	Annual

Social impact/ benefit	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
Loss of tangible/intangible cultural heritage values due to disturbances of sites and / or landscapes changes	Contribute positively to community-led projects, culturally-led projects and local social cohesion	Establishment of on-site meeting place, co-designed with Barada Barna representatives Collaborate on Project site planning to incorporate traditional language and/or place names to key locations and/or onsite meeting room names Implement Cultural Heritage Management Plan	BBAC	Annual	Dedicated on-site meeting place established Traditional language features in Project site office design	Annual
Effect of Project-related traffic on community travel and safety along the Peak Downs Highway and local roads	Mitigate potential health and well-being impacts on neighbour's and local communities	Project traffic impact assessment reviewed by QPS, Department of Transport and Main Roads and IRC Continued support for bus commute arrangements from WAVs to site. Continued support for bus commute arrangements for regional workers at shift roster changeover. Continued workforce travel allowance that encourages car-pooling and reduces single person DIDO movements from Mackay. Implement fatigue, drug and alcohol management to reduce the risk of vehicle accidents	QPS, Department of Transport and Main Roads, IRC All employees and contractors	Annual	Stakeholder review and endorsement of consultation on traffic management [#] Vehicle incidents reported [#] Of community complaints related to workforce behaviour [%] Annual completion rate of Code of Conduct Training	Annual

Social impact/ benefit	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
		Implement and promote the workforce Code of Conduct to manage behavioural standards				
Population retention influencing community vitality and, cohesion	Minimise adverse impacts on the level of service to local and regional communities from existing social services, facilities, and infrastructure	SIMP implementation, including delivery of SIMP partnerships, investments and Stanmore's Community Grants Program (\$284,000 p.a. – based off previous annual commitment), duration dependent on Stanmore's wider portfolio of assets. Ongoing support through to end of operation for the Project for youth support services, such as the Oasis Life Youth Development Program (\$15,000) – taking over from IDM commitment Develop and implement a workforce transition plan such as advanced notification and redeployment opportunity measures to other Stanmore operations Continued implementation of IPC / IDM PRCP	Principal operations contractor	Ongoing	[%] of workforce successfully transitioned or redeployed [%] employee satisfaction with transition communication (workforce survey)	Annual
Post-mining land use and land rehabilitation opportunities	Contribute positively to community-led projects and social cohesion	Early engagement with key stakeholders to inform PRCP development Engagement on PRCP as options are refined	DETSI, IRC, BBAC	Ongoing	PRCP schedule approved by DETSI PRCP demonstrates how local stakeholder engagement has informed	Annual

Social impact/ benefit	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency
					development of Plan and options	

21.8 Monitoring, Review and Update of the SIMP

Consistent with the SIA principle of adaptive management, each SIMP sub-plan includes a monitoring framework detailing how Stanmore will evaluate the outcomes and effectiveness of each management measure. Stanmore will report on these outcomes through an integrated SIMR, produced annually for the Project's construction and first year of operations. The SIMP will continue to be subject to review through these periods, and for every three-year period thereafter during the Project's operational life.

The monitoring and reporting framework within each sub-plan (see Section 21.7) is structured to align wherever possible with the KPIs and reporting commitments recently published for the IDM SIMP and IPC more broadly.

As an integrated part of the IPC, Stanmore proposes to integrate monitoring and reporting on outcomes for the Project with those for IPC. This approach has been discussed and endorsed by the OCG. The integrated approach intends to maximise transparency associated with implementation of ongoing measures associated with IPC, and the implementation of Project-specific measures. It also supports reporting on the continuation of employment and supply chain outcomes between IPC and the Project, and seeks to reduce the risk of stakeholder engagement fatigue.

Monitoring results and stakeholder feedback will enable Stanmore to identify if management measures aren't effective and amend measures as required. The Project's SIA and SIMP also highlight that the social context within Isaac LGA is fluid and can change due to the cyclical nature of the mining industry.

Subsequently, the Project's SIMR will document any material changes to social baseline indicators (referred to within each sub-plan as a summary of existing social environment), and how these changes continue to be considered through the Project's SIMP and for IPC, demonstrating where principles of adaptive management have been applied.

21.9 Conclusion

This chapter presents the findings of the SIA and the associated SIMP for the Project. The SIA and SIMP have been prepared in accordance with the Queensland Government's Social Impact Assessment Guideline.

The SIA is underpinned by extensive and ongoing stakeholder engagement undertaken throughout the preparation of the EIS. Engagement has involved a broad range of stakeholders, including local and regional communities, landholders, government agencies, Traditional Owners, local businesses, service providers and industry representatives. Engagement outcomes have informed the identification of key matters, the assessment of potential impacts and benefits, and the development of targeted management and enhancement measures. Overall there was positive sentiment for the Project in the community, recognising that it would allow for continuation of mining activities at IPC with associated workforce transition and stability.

A comprehensive assessment of the existing social environment was undertaken to establish a robust social baseline for the Project, with a particular focus on Moranbah being the closest regional centre to the Project, and the wider Isaac local government area. This included consideration of population and demographic characteristics, workforce and labour market conditions, housing and accommodation, local business and industry, and health and community wellbeing. The baseline assessment provides the foundation for understanding community context, sensitivities and opportunities relevant to the Project. Key findings identified through consultation and baseline analysis included affordability of housing (despite increasing vacancy rates), encouragement for more workers living locally, desire for retention of youth in community with improved training and employment opportunities, mental health concerns for residents and non-resident workers, and affordability of short-term accommodation for visiting services and trades.

Potential social impacts and benefits were systematically identified and assessed in alignment with the SIA Guideline key matters. The assessment applied a structured impact significance methodology, resulting in the identification of low and moderate social impacts, and positive social benefits. No high or major residual social impacts were identified. Positive impacts were largely associated with employment stability, economic contribution, workforce participation and local procurement opportunities. The majority of residual social impacts were assessed as low, reflective of the Project being a transition from existing mining activities at IPC to the Project. Moderate residual impacts were assessed for the workforce decline and transition at Project closure, and psychosocial risks associated with non-resident work arrangements.

Project-specific management and benefit enhancement measures have been developed for each key matter and are documented within the SIMP. These measures directly address identified impacts and benefits and also respond to community concern issues raised through engagement, including matters not solely caused by the Project but relevant to cumulative and contextual community outcomes. The SIMP incorporates dedicated management plans covering community and stakeholder engagement, workforce management, housing and accommodation, local business and industry procurement, and health and community wellbeing. Key proposed management measures include housing and funding support for the Isaac Affordable Housing Trust, making surplus Stanmore WAV rooms available for short term accommodation needs for visiting services and trades, and annual contributions to organisations supporting youth and community education, youth support services, childcare resourcing and mental health. In addition Stanmore will implement policies on subsidies to workers for living locally, local content and procurement strategies, apprenticeships and training, ongoing funding of an annual community grants program, and supporting workforce transition through various stages of Project life.

An ongoing process for monitoring, review and continual improvement is embedded within the SIMP and aligned with the Project's broader IPC framework. Management measures will be reviewed and updated over time to reflect monitoring outcomes, stakeholder feedback, changes in Project activities and evolving community expectations. This adaptive approach ensures social impact management remains effective throughout the Project lifecycle.

Overall, the SIA and SIMP demonstrate that social impacts and benefits associated with the Project have been comprehensively assessed, appropriately mitigated and constructively enhanced. Through robust assessment, targeted management measures and ongoing engagement and monitoring, the SIA and SIMP are expected to achieve their intended outcomes and support positive social outcomes for local and regional communities over the life of the Project.

21.10 References

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