



APPENDIX AK - SOCIAL IMPACT MANAGEMENT PLAN

Isaac Downs Extension Project

Social Impact Management Plan

Prepared for Stanmore Resources

May 2026

Isaac Downs Extension Project

Social Impact Management Plan

Stanmore Resources

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Approved by

Melanie Rippon

Melanie Rippon

Senior Associate Social Scientist

29 May 2026

Level 2 95 North Quay Brisbane QLD 4000

ABN: 28 141 736 558

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Executive summary

Stanmore ID Extension Pty Ltd (ID Extension), a wholly owned subsidiary of Stanmore Resources Ltd (Stanmore) is proposing the Isaac Downs Extension (IDE) Project (the Project), located approximately 15 km south-east of Moranbah within the Bowen Basin, Central Queensland. The Project would extend the life of mining activities at the Isaac Plains Complex (IPC), comprising Isaac Downs Mine (IDM) and Isaac Plains Mine (IPM), through the development of a primarily open cut metallurgical coal mine to the south of IDM with associated connection infrastructure to allow for continued use of existing infrastructure at IPC. The Project supports continuity of operations, employment and economic contribution within the Isaac region.

As a resource project subject to the *Strong and Sustainable Resource Communities Act 2017* (SSRC Act), the Project requires the preparation of a Social Impact Assessment (SIA) and a supporting Social Impact Management Plan (SIMP). This SIMP has been prepared to give effect to the findings of the SIA and to address recommendations from consultation with stakeholders, including Isaac Regional Council (IRC), Barada Barna Aboriginal Corporation (BBAC), service providers, local businesses and community members.

In accordance with the Project's Environmental Impact Statement (EIS) Terms of Reference (ToR), the SIMP builds on measures underway within Stanmore's existing SIMP for the IDM operation, and proposes Project-specific commitments that respond to contemporary social conditions and stakeholder expectations. The SIMP provides a structured and transparent approach to managing social impacts and enhancing social benefits across the construction, operation, and rehabilitation and closure phases of the Project. The SIMP comprises five integrated sub-plans:

- Community and Stakeholder Engagement
- Workforce Management
- Housing and Accommodation
- Local Business and Industry Procurement
- Health and Community Wellbeing

Each sub-plan includes clear objectives, management measures, implementation responsibilities, monitoring indicators and reporting commitments. Measures have been designed to be proportionate to the Project's scale and risk profile, informed by consultation outcomes, and capable of adaptive management over time. Key commitments within the SIMP include an increased focus on residential workers, workforce support during Project transitions from IDM to the Project, enhanced workforce and community mental health supports, enhanced skills and training pathways and strategies to strengthen local and Indigenous employment and procurement participation. This SIMP also outlines the Project's contributions to affordable housing and accommodation options, both for vulnerable groups and for visiting services to Moranbah and the Isaac region.

In accordance with the Project's EIS ToR (s9.153), Project-specific commitments presented within this SIMP that are additional measures to those already in place for IDM explicitly include:

- dedicated Communities and Social Performance resource, strengthening local stakeholder relationships and collaborations, and promoting Stanmore's local community contributions.
- joint effort by Stanmore and IRC to communicate benefits of living locally, informed by existing insights from the IPC workforce, and achieving an incremental increase in the percentage of the Project's workforce living locally. The Project will also promote Council's Shop Local campaign for uptake by its residential and non-residential workforce to encourage targeted incidental spend in local communities.

- increased support for local childcare sector through annual contribution to the Childcare Leadership Alliance (CLA)
- contribution to Moranbah's Country Universities Centre (CUC), focused on outreach, engagement and youth retention, including an annual financial contribution as Bronze Sponsor in addition to continued Youth Support partnership with Oasis Life
- one new Project-based apprenticeship placement per year, and support for 2 Project-based placements for school holiday work experience offered to CUC or Winchester Foundation students
- targeted workforce and community mental health programs, including a new annual contribution to locally delivered programs by SelectAbility, in addition to ongoing mental health first aid training for Project workers
- positive contributions to affordable housing and accommodation by:
 - partnering with the Isaac Affordable Housing Trust (IAHT), including the contribution of three townhouses currently owned by Stanmore into the ownership of IAHT for the explicit purposes of supporting the affordable housing needs identified by IRC
 - facilitating access to affordable short-term accommodation options through Stanmore's existing Workforce Accommodation Village (WAV) contracts, made available for visiting services associated with Project SIMP initiatives and SIMP partner needs.

Implementation of the SIMP will be the responsibility of Stanmore, working in partnership with key local stakeholders. Monitoring and reporting will occur through regular review, and with annual Social Impact Management Reports (SIMRs) published during the Project's construction phase and for the first year of operations. The SIMP will continue to be reviewed and updated every three years during the Project's operation (addressing EIS ToR requirements of s9.152 to 9.155).

This monitoring and reporting program has been prepared as an integrated program, building on the framework and SIMR format already produced for the IDM as part of the IPC. This integrated approach to monitoring and reporting enables continuous improvement and responsiveness of management measures to address evolving social conditions at critical junctures for IPC as a whole, as well as for the Project.

Abbreviations and acronyms

Term	Description
ABS	Australian Bureau of Statistics
AIHW	Australian Institute of Health and Welfare
BBAC	Barada Barna Aboriginal Corporation
BMA	BHP Mitsubishi Alliance
CHPP	Coal handling and preparation plant
CHMPs	Cultural Heritage Management Plans
CLA	Childcare Leadership Alliance
CUC	Country Universities Centre
DCSG	Dysart Community Support Group
DETSI	Department of Environment, Tourism, Science and Innovation
DNRMMRRD	Department of Natural Resources, Mines, Manufacturing, Regional and Rural Development
DIDO	Drive-in, drive-out
DTMR	Department of Transport and Main Roads
EA	Environmental authority
EIS	Environmental impact statement
ELAM	Emergency and Long-Term Accommodation
EMM	EMM Consulting Pty Ltd
EP Act	<i>Environmental Protection Act 1994</i>
EPC	Exploration permit for coal
FIFO	Fly-in, fly-out
FPIC	Free, Prior and Informed Consent
FTE	Full time equivalent
GW3	Greater Whitsunday Alliance
HCC	Hinterland Community Care
HHS	Hospital and Health Service
IAHT	Isaac Affordable Housing Trust
ID Extension/the Proponent	Stanmore ID Extension Pty Ltd (a wholly owned subsidiary of Stanmore Resources Ltd)
IDE	Isaac Downs Extension (the Project)
IDM	Isaac Downs Mine
IPC	Isaac Plains Complex
IPM	Isaac Plains Mine
IRC	Isaac Regional Council

Term	Description
IRSD	Index of Relative Socio-economic Disadvantage
LGA	Local government area
MDL	Mineral development licence
MDSS	Moranbah and District Support Services
MIA	Mine infrastructure area
MIW	Mackay-Isaac-Whitsunday
MLs	Mining leases
MSHS	Moranbah State High School
Mtpa	Million tonnes per annum
OCG	Office of the Coordinator-General
PRCP	Progressive rehabilitation and closure plan
QAS	Queensland Ambulance Service
QFD	Queensland Fire Department
QFES	Queensland Fire and Emergency Services
QPS	Queensland Police Service
QGSO	Queensland Government Statistician's Office
QOL	Quality of Life (Isaac Regional Council 2024 Quality of Life Survey)
RCOE	Resources Centre of Excellence
ROM	Run of mine
SIA	Social Impact Assessment
SIMP	Social Impact Management Plan
SIMR	Social Impact Management Report
SMEs	Small and Medium-sized enterprises
STEM	Science, Technology, Engineering and Mathematics
SSRC Act	<i>Strong and Sustainable Resource Communities Act 2017</i>
SDPWO Act	<i>State Development and Public Works Organisation Act 1971</i>
Stanmore	Stanmore Resources Ltd
The Project	Isaac Downs Extension Project
TOR	Terms of Reference
WAV	Workforce accommodation villages

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1 Introduction

This Social Impact Management Plan (SIMP) details the social impact mitigation and benefit enhancement measures (collectively referred to as management measures) developed in response to the positive and negative social impacts identified in the Social Impact Assessment (SIA) prepared for the Isaac Downs Extension (IDE) Project (the Project).

The Project will extend the life of mining activities at the Isaac Plains Complex (IPC), comprising Isaac Downs Mine (IDM) and Isaac Plains Mine (IPM), with mining operations at IDM expected to ramp down by 2028. This SIMP incorporates the management and monitoring framework currently applied to IDM operations, in accordance with the SIMP review undertaken and lodged with the Office of the Coordinator-General (OCG) in June 2025.

The IDM has a SIMP in place already, which informs this IDE SIMP. However, the IDE SIMP has been prepared as a standalone document to meet requirements of the Project's Environmental Impact Statement (EIS) Terms of Reference (ToR).

A key objective of this SIMP is to highlight the management focus on Project-specific social impacts and benefits, while achieving consistency in management approaches already in place for IDM operations, where they remain relevant to findings of the Project SIA. In accordance with the Project's EIS ToR (s9.153), explicit Project-specific commitments proposed through this SIMP as additional to measures in place for IDM include:

- dedicated Communities and Social Performance resource, strengthening local stakeholder relationships and collaborations, and promoting Stanmore's local community contributions
- joint effort by Stanmore and IRC to communicate benefits of living locally, informed by existing insights from the IPC workforce, and achieving an incremental increase in the percentage of the Project's workforce living locally. The Project will also promote Council's Shop Local campaign for uptake by its residential and non-residential workforce to encourage targeted incidental spend in local communities
- increased support for local childcare sector through annual contribution to the Childcare Leadership Alliance (CLA)
- contribution to Moranbah's Country Universities Centre (CUC), focused on outreach, engagement and youth retention, including an annual financial contribution as Bronze Sponsor in addition to continued Youth Support partnership with Oasis Life
- one new Project-based apprenticeship placement per year, and support for 2 Project-based placements for school holiday work experience offered to CUC or Winchester Foundation students
- targeted workforce and community mental health programs, including a new annual contribution to locally delivered programs by SelectAbility, in addition to ongoing mental health first aid training for Project workers
- positive contributions to affordable housing and accommodation by:
 - partnering with the Isaac Affordable Housing Trust (IAHT), including the contribution of three townhouses currently owned by Stanmore into the ownership of IAHT for the explicit purposes of supporting the affordable housing needs identified by IRC.
 - facilitating access to affordable short-term accommodation options through Stanmore's existing WAV contract, made available for visiting services associated with Project SIMP initiatives and SIMP partner needs.

1.1 Project summary

Stanmore ID Extension Pty Ltd (ID Extension), a wholly owned subsidiary of Stanmore Resources Ltd (Stanmore), is seeking to develop the Project, located approximately 15-kilometre (km) south-east of Moranbah within the Isaac Local Government Area (LGA). Stanmore owns and operates a number of metallurgical coal mines and coal mining projects in Queensland's Bowen Basin, including the IPC (see Figure 1.1).

The Project is an extension of mining activities at the existing IDM, and will be integrated into IPC. This integration enables continued use of existing infrastructure and supports workforce transition as mining activity ramps down at IDM between 2026 and 2028.

Key drivers and contextual factors include:

- life of mine continuity: IDM operations are approaching completion. The Project is considered essential by Stanmore to extend coal production, retain the existing workforce, and continue the use of the coal handling and preparation plant (CHPP), mine infrastructure area (MIA), dragline and other established assets
- extended production: IDM was approved in 2021 to extract 3–4 Mtpa run of mine (ROM) coal. The Project would add approximately 46 Mt ROM over 15 years (2.5–4.5 Mtpa)
- project characteristics: The Project comprises a single open cut pit targeting metallurgical (steel-making) coal, consistent with the existing resource at IDM but located south of the Isaac River
- project timeframes and workforce: Construction is scheduled to commence in 2028 over approximately 18 months, involving 100 to 150 workers at peak in H2 2028. Across operations, the Project will support approximately 300–400 ongoing roles
- capital investment: The Project represents approximately \$190 M capital investment and will rely heavily on existing IPC and IDM infrastructure (e.g. CHPP, rail loop, MIA, haul roads)
- key Project characteristics:
 - Access and haulage: Access will continue via the existing access to IDM from the Peak Downs Highway. Coal will be hauled to the IPC CHPP using private on-lease haul roads.
 - Isaac River bridge: A new bridge will be constructed across the Isaac River, linking the Project area with IDM and providing haulage and access connectivity.
 - Dragline movement: A temporary dragline walk route will allow relocation of the dragline from IDM to the new pit.
 - Flood and water management: Construction includes levees along the Isaac River and Cherwell Creek, and diversion of Conrock Gully around the mining footprint.
 - Mine infrastructure area and services: The Project's will utilize the existing MIA located at IDM, with a satellite go-line and crib facility. Linear infrastructure (power and water pipelines) will connect the Project with existing IDM networks.

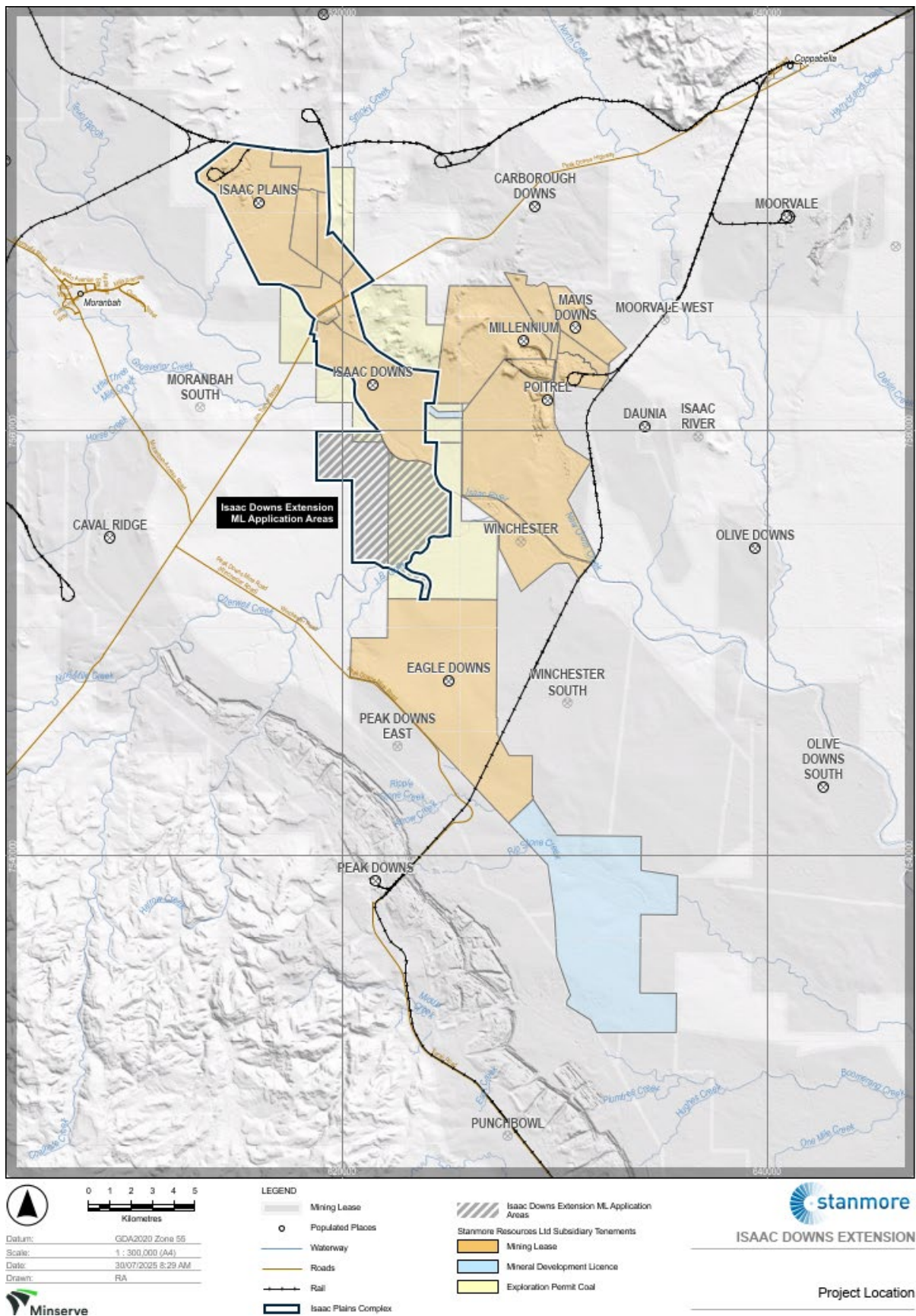


Figure 1.1 Project Location



Figure 1.2 Isaac Downs Extension Project Timeframes

The EIS terms of reference was issued in December 2025, following a period of public notification from late October. The EIS process (drafting, submission, notifications and responses) will continue throughout 2026. Project approval is anticipated in 2027. The Project's SIA and SIMP is based on the assumption that Project construction would commence in 2028 (for an 18-month period) and Project operations would commence from 2029 (for an extended operational life of 15 years).

The Project would provide ongoing employment security to the IPC workforce, maintaining an operational workforce of approximately 300 to 400 workers. While the Project's operational workforce profile is marginally lower than the current IPC operational workforce of around 400 to 450 workers, this employment decline is expected to be staged, with the majority of IPC workers retaining employment beyond 2027 as a result of the Project.

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.

As part of the Project's SIMP, Stanmore will work with the Principal Contractor to develop a workforce transition and communication strategy to assist workers currently at IPC manage the transition to the Project (see Section 3.4.2). This will strengthen forward communications associated with the Project's approval, and will commence roll out 12 months prior to the commencement of Project operations.

Stanmore has reported on outcomes of its IDM SIMP and investments within Moranbah and surrounding communities in the Isaac LGA (Stanmore Resources 2024). In line with the IDM SIMP, Stanmore will continue to provide employment opportunities for a mix of residents and non-residents, as well as supply chain opportunities for local businesses, and community development initiatives which contribute to the social well-being of Moranbah and surrounding communities. In addition, on-site medical and emergency response measures established for IPC (including IDM operations), will continue to support the Project workforce. Key differentiators between the IDM SIMP, and Project-specific commitments are introduced within Section 1 and detailed throughout this SIMP.

1.2 Strong and Sustainable Resource Communities Act 2017

This SIMP has been prepared in accordance with the requirements of the *Strong and Sustainable Resource Communities Act 2017* (SSRC Act). The objective of the SSRC Act is to ensure that residents of communities in the vicinity of large resource projects benefit from the construction and operation of such projects. This is supported by following three key elements:

- prohibition of 100 per cent fly-in, fly-out (FIFO) workforce arrangements on operational large resource projects
- prevention of discrimination against locals in the future recruitment of workers
- the requirement for an SIA during the environmental impact statement (EIS) process in accordance with the SIA Guideline (2025).

IDM was published on the list of large resource projects¹ on 8 March 2021, as the project holds an environmental authority and has a workforce of 100 or more workers. Declared nearby regional communities² for IDM include Capella, Clermont, Coppabella, Dysart, Eton, Finch Hatton, Glenden, Middlemount, Mirani, Moranbah, Nebo, Tieri.

Whilst the Project represents an extension of IDM utilising existing infrastructure established for the IPC, Stanmore has applied for mining leases (MLs), will apply for a new environmental authority for the Project, and is preparing a voluntary EIS in accordance with the requirements of the *Environment Protection Act 1994* (EP Act).

The Project's main access and applicable nearby regional communities as defined by the SSRC Act remain the same as the existing IDM.

1.3 Summary of social impacts and benefits

As an EIS is required for the Project, EMM Consulting has prepared a comprehensive SIA (EMM 2026a) and standalone SIMP (this document) to enable implementation pending Project approval. The findings from the assessment of social impacts and benefits (EMM 2026a) are summarised in Table 1.1. The methodology applied to SIA development is detailed in Section 2 of the SIA (EMM 2026a) and reflects requirements of the Queensland SIA Guideline (2025) and Supplementary Material, including significance evaluation criteria (2025).

Table 1.1 Summary of social impacts

Social impact	Stakeholders affected	Project phase*	Impact type	Residual significance
Community and stakeholder engagement				
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	Local and regional communities Isaac Regional Council BBAC SIMP partners	C, O, R&C	Negative	Low
Enhanced and ongoing Project workforce and contributions in community	Project workforce IRC CLA Country Universities Centre (CUC) Oasis Life SelectAbility Isaac Affordable Housing Trust (IAHT) BBAC Grant recipients	C, O, R&C		Positive

1 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 (schedule 1, SSRC Act).

2 A nearby regional community is defined as a town that (i) is located within a 125 km radius of the main access to the Project or a greater or lesser radius decided by the Coordinator-General; and (ii) has a population of more than 200 people or a smaller population decided by the Coordinator-General (schedule 1, SSRC Act).

Social impact	Stakeholders affected	Project phase*	Impact type	Residual significance
Workforce management				
Enhanced long-term employment security	IPC workforce Residential workforce, Moranbah	O		Positive
Generation of new, ongoing and replacement employment opportunities	Isaac Regional Council Nearby Regional Communities/MIW region Barada Barna Aboriginal Corporation Local and regional employment and training providers 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)	C, O		Positive
Gradual and staged reduction of employment during transition from IPC to the Project	Existing IDM/IPC workforce Local and regional employment and training providers Principal contractor	O	Negative	Low
Workforce decline at Project closure	Project workforce Local and regional employment and training providers Nearby regional communities/MIW region Principal contractor	O, R&C	Negative	Moderate
Increased demand and competition for construction labour	Unemployed people and job seekers Isaac Business Chamber (IBC) and local business network Local and regional employment and training providers Construction Contractors Isaac Regional Council	C	Negative	Low
Opportunities for training and skills development	Local and regional residents, including First Nations, Youth and Women Potential SIMP partners, including: - Barada Barna Aboriginal Corporation - Isaac Region - Country Universities Centre - Winchester Foundation Local employment and training providers	C, O R&C		Positive
Risk to workforce health, safety and wellbeing	Stanmore employees and contractors	C, O	Negative	Low

Social impact	Stakeholders affected	Project phase*	Impact type	Residual significance
Psychosocial risks associated with non-resident work arrangements	On-site medical team Queensland Police Service (QPS), Queensland Ambulance Service (QAS) and Queensland Fire and Emergency Services (QFES) Moranbah Hospital Moranbah Interagency and social infrastructure providers including MDSS SelectAbility Civeo	C, O	Negative	Moderate
Housing and accommodation				
Local and non-resident workforce accommodation	Stanmore employees and contractors (local and visiting)	C, O	Negative	Low
Enhanced access to affordable accommodation options for visiting trades and services	Isaac Affordable Housing Trust Visiting trades and services on request of SIMP partners including CLA, (Moranbah and District Support Services (MDSS), SelectAbility, Isaac Business Chamber (IBC)	C, O		Positive
Ongoing economic benefits for WAV providers	WAV operators in Moranbah and Coppabella (Civeo)	C, O		Positive
Local business and industry procurement				
Increase in supply and procurement opportunities	Isaac Business Chamber and local business network GW3 Tier 1 and Tier 2 Contractors Barada Barna Aboriginal Corporation and updated list of suppliers Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	C, O, R&C		Positive
Ongoing economic benefits for local and regional businesses	Isaac Business Chamber and local business network Barada Barna Aboriginal Corporation and updated list of suppliers Isaac Regional Council Shop Local Program Administrators	C, O, R&C		Positive
Health and community wellbeing				
Change in demand for social infrastructure (i.e. health and medical, early childhood and education, and emergency services)	Moranbah interagency and social infrastructure providers including schools, health, childcare, mental health services QPS, QAS and QFES Isaac Regional Council Civeo	C, O	Negative	Low
Changes to living environment (e.g. access noise, dust, vibration)	Winchester Downs Property occupants Winchester Foundation	C, O	Negative	Low

Social impact	Stakeholders affected	Project phase*	Impact type	Residual significance
Loss of tangible/intangible cultural heritage values due to disturbances of sites and/or landscapes changes	Barada Barna Aboriginal Corporation Isaac Regional Council (non-Indigenous heritage values)	C, O	Negative	Low
Effect of Project-related traffic on community travel and safety along the Peak Downs Highway and local roads	Local and regional communities – road users Stanmore employees and contractors QPS, QAS and QFES Moranbah interagency and social infrastructure providers including schools, health, childcare, mental health services Isaac and Mackay Regional Council Department of Transport and Main Roads (DTMR)	C, O	Negative	Low
Population retention influencing community vitality and cohesion	Local communities and grant recipients (Moranbah, Coppabella, Dysart, Isaac Local Government Area (LGA)) IRC	O		Positive
Post-mining land use and land rehabilitation opportunities	Department of Environment, Tourism, Science and Innovation IRC Winchester Downs Property occupants Winchester Foundation Barada Barna Aboriginal Corporation	R&C		Positive

Notes: *Project phase references: C = Construction; O = Operations; R&C = Rehabilitation and Closure

1.4 Social Impact Management Plan

The SIMP provides the practical basis for defining and implementing management measures to address identified social impacts and benefits (summarised at Section 1.3). Management measures serve to minimise negative impacts and enhance positive impacts.

As outlined in section 1, this SIMP and the IDM SIMP are strategically linked, with this SIMP reflecting the structure and relevant management measures for both the Project and continued measures from IDM SIMP that remain relevant to the Project, resulting in an integrated set of SIMPs for IDM and the Project. Project-specific measures and commitments have been explicitly identified in accordance with the Project's EIS ToR (s9.153).

More specifically, this SIMP outlines the actions to implement and monitor management measures and commitments, including details on timeframes for implementation, roles and responsibilities, and the ongoing monitoring of management measure effectiveness. Development of this SIMP has also had regard for recent review outcomes regarding the IDM SIMP (SLR 2025) which presented a stronger suite of monitoring KPIs, and was lodged with the Office of the Coordinator General in 2025.

1.4.1 Objectives of the SIMP

The objectives of the SIMP are to:

- ensure the Project is consistent with the requirements of the SSRC Act
- address the requirements relating to the SIMP as outlined in EIS ToR

- identify and define the roles which Stanmore, government and community stakeholders have in the ongoing management of social impacts for the Project
- provide a framework for the monitoring of management measures to ensure their effectiveness, with ineffective management measures amended in a timely manner
- be responsive to changing circumstances and to any increase in knowledge or awareness of social impacts throughout the lifecycle of the Project.

The principles of effective and adaptive management, as described in Section 2.1 of the Project's SIA, have underpinned the development of this SIMP (EMM 2026a).

1.4.2 Approach to SIMP

As outlined in the Queensland SIA Guideline (2025) and Supplementary Material (2025), it is a requirement that a SIMP be prepared and submitted to the OCG with the Project's EIS. The SIMP comprises the following sub-plans:

- Community and Stakeholder Engagement.
- Workforce Management.
- Housing and Accommodation.
- Local Business and Industry Content.
- Health and Community Wellbeing.

This SIMP presents each sub-plan, and provides the relevant objectives, a summary of relevant baseline conditions, the identified impacts and benefits and applicable management measures. These include Project specific and existing Stanmore initiatives, policies and programs that will serve to implement the management measures, and the monitoring and reporting framework.

1.4.3 SIMP roles and responsibilities

i SIMP implementation

Implementation, monitoring and reporting on the SIMP is the responsibility of Stanmore. Some measures will require collaborative input or effort with key stakeholders and/or SIMP partners. These partnerships are referenced within each sub-plan summary of management and monitoring measures.

ii SIMP partners

The SIA and SIMP development process has verified a number of key partnerships with local stakeholders to enable delivery of Project-specific measures and initiatives. Partnerships with stakeholders are critical for:

- effective implementation of management measures
- monitoring of social impacts and identifying any changes to impact significance
- enabling measure-specific feedback from SIMP partners regarding their implementation and effectiveness.

Maintaining engagement with SIMP partners and local collaborative forums will also support adaptive management of evolving social conditions, including cumulative social impacts.

iii SIMP monitoring and reporting

Consistent with the SIA principle of adaptive management, each SIMP sub-plan includes a monitoring framework detailing how Stanmore Resources will evaluate the outcomes and effectiveness of each management measure. Stanmore will report on these outcomes through an Integrated Social Impact Management Report (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 is structured to align wherever possible with the KPIs and reporting commitments recently published for the IDM SIMP and IPC more broadly (including integration of KPI framework from the IDM SIMP review undertaken by SLR in 2025).

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. This feedback will also inform the review of monetary contributions (for grants and initiatives) outlined in the SIMP which are reflective of previous years' funding by Stanmore and an indication of future potential grants.

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.

iv Updates to SIMP

The SIMP will be reviewed annually during the Project's construction phase, and for the first year of operations to evaluate the effectiveness of Project-specific management measures, and with consideration of the broader IPC operation. SIMP reviews will continue every three years throughout the Project's operational life. Substantive updates to the SIMP should:

- reflect measures appropriate to unique stages of the Project's life-cycle. Examples include:
 - reviewing construction-specific measures after the first year, and prior to the commencement of operations
 - reviewing operational SIMP commitments after the first year of operations, and every three years thereafter to support adaptive management.
 - reviewing monetary contribution amounts (for community grants and initiatives) annually associated with the relevant stage of the Project.
- account for major changes in the social environment that may require adjustment to management measures.

2 Community and Stakeholder Engagement Plan

The Project's Community and Stakeholder Engagement Plan (CSEP) 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.

2.1 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.

2.2 Summary of existing social environment

Key baseline characteristics of the Project's SIA study area at the time of SIA and SIMP preparation included the following:

- Communities have high awareness of existing mining operations and strong expectations for early, transparent Project communication.
- Local stakeholders engaged throughout the SIA have consistently demonstrated awareness of Stanmore and IPC, while emphasising a need for Stanmore to increase visibility of its local workforce and community investment and participation initiatives. This sentiment has been echoed in direct engagements between IRC and Stanmore who have sought a regular cadence of operational and executive-level engagements.
- Consultation fatigue is evident for some stakeholders in Moranbah, and across the Isaac region. Consultation with IRC described multiple active mining operations and renewable project proposals seeking introductory or ongoing engagement with key local stakeholders.
- Cultural values associated with the Isaac River and Country are deeply significant to Barada Barna People, who have communicated clear expectations for culturally safe engagement, and participation as the Project develops.

2.3 Summary of social impacts

The Project's SIA identified two potential impacts associated with the Project's community and stakeholder engagement activities, summarised in Table 2.1, which will be addressed as part of the Project's CSEP.

Table 2.1 Social impact summary, Community and Stakeholder Engagement

Social impact or benefit	Stakeholders affected	Project phase*	Impact type	Residual significance
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	- Local and regional communities - IRC - BBAC - SIMP partners	C, O, R&C	Negative	Low
Enhanced and ongoing Project workforce and contributions in community	- Project workforce - IRC - CLA - CUC - Oasis Life - SelectAbility - IAHT - BBAC - Grant recipients	C, O, R&C		Positive

2.4 Engagement principles

Stanmore Resources is committed to engaging communities and stakeholders transparently and meaningfully throughout the full lifecycle of its mining operations and projects. Engagement is guided by Stanmore's Stakeholder Engagement Guideline (SMR-EMC-GDL-000008) and the Project CSEP, which together provide the structured methodology, tools, responsibilities and Project-specific implementation framework for best-practice engagement.

In line with Queensland Government guidance and recognised good-practice engagement standards, Stanmore seeks to understand and respond to community concerns regarding environmental and social impacts, support adaptive management of social risks, and foster positive and enduring relationships. Engagement processes are also designed to maintain clear expectations around employment, local benefits, and community investment opportunities associated with the Project.

The approach to stakeholder and community involvement as outlined in Stanmore's CSEP is based on the principles of respect, inclusion, proactiveness, responsiveness, sensitivity to those impacted, openness and honesty.

2.5 Stakeholder analysis and tailoring of mechanisms

As a continuation of Stanmore's communication and engagement program established for IPC, and detailed within the IDM SIMP (2025), a range of mechanisms will be employed to deliver appropriate ongoing engagement to each stakeholder group for the Project. These are identified in Figure 2.1, and mapped to each stakeholder group in Table 2.2.

Open feedback channels	Public information provision	Targeted organisational engagement	Workforce Engagement
Project community relations officer dedicated as community contact point • Promoted community inquiry and complaint processes • Complaint mechanism	• Website/social media • Biannual newsletter • Newspaper advertisements • Media releases • Fact sheets announcing project changes and updates • Stanmore Community Grants program and supporting materials • Direct correspondence (letters, emails, phone calls)	• Briefing/individual meetings • Regular community information sessions • Participation in local events • Participation in local business forums and interagencies • Presentations on request to local service providers, employment and training bodies, business representative bodies, First Nations representative bodies	Human resource management • Induction processes and training • Toolbox talks and safety messages • Senior Management Team meetings • General Management meetings • Regular informal social events • Employee grievance mechanism • Intranet • Company newsletter • Onsite notice boards

Figure 2.1 IPC Communication and Engagement Mechanisms

Key stakeholder groups and stakeholders addressed by this CSEP are outlined in Table 2.2.

Table 2.2 **Key stakeholder groups**

Stakeholder group	Stakeholder	Primary interest	Engagement mechanisms
Federal agencies	Federal Department of the Environment and Energy	Environmental protection and monitoring	- Direct correspondence (letters, emails, phone calls) - Briefing/individual meetings
State agencies	- Queensland Department of Environment, Tourism, Science and Innovation - Queensland Treasury - Office of the Coordinator-General-Coordinated - Queensland Ambulance Service - Queensland Police Service - Queensland Fire and Emergency Service - Queensland Department of Transport and Main Roads - Mackay Hospital and Health Service - Queensland Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism - Queensland Department of Housing and Public Works - Queensland Department of Trade, Employment and Training - Queensland Department of Natural Resources and Mines, Manufacturing and Regional and Rural Development	- Sustainable resource development - Approval processes - Pressure on regional infrastructure - Employment and business opportunities - Education and training opportunities - Housing availability and affordability - Safety and emergency response - Capacity of health and education services - Impact on road networks	- Website/social media - Direct correspondence (letters, emails, phone calls) - Briefing/individual meetings - Newsletter - Fact sheets to announce Project changes and updates - Principal Communities and Social Performance role representing a dedicated stakeholder contact point for the Project

Stakeholder group	Stakeholder	Primary interest	Engagement mechanisms
Local governments	• IRC • Mackay Regional Council	• Employment and business opportunities • Education and training opportunities • Housing availability and affordability • Safety and emergency response • Community funds and benefits • Approvals process • Capacity of social services and infrastructure • Water supply • Traffic impacts and roads • Constituent complaints • Timely and accurate revised Project information	• Website/social media • Direct correspondence (letters, emails, phone calls) • Principal Communities and Social Performance role representing a dedicated stakeholder contact point for the Project • Newsletter • Fact sheets to announce Project changes and updates • Participation in local business forums • Presentations to local service providers and interagencies where requested • Briefings/individual meetings
Social and public services providers	• Moranbah State School • Moranbah Primary School • Moranbah East Primary School • Moranbah Police Station • Moranbah Hospital • Ambulance services • Moranbah and District Support Services • Moranbah Men's Shed • Mackay, Whitsunday Isaac Suicide Prevention Network • Simply Sunshine Childcare Centre, Moranbah Early Learning Centre	• Capacity of social services and infrastructure • Employment and business opportunities • Education and training opportunities • Safety and emergency response • Community funds and benefits • Traffic impacts and roads • Timely and accurate revised Project information • Early engagement and involvement in the Project	• Website/social media • Direct correspondence (letters, emails, phone calls) • Principal Communities and Social Performance role representing a dedicated stakeholder contact point for the Project • Fact sheets to announce Project changes and updates • Briefing/individual meeting

Stakeholder group	Stakeholder	Primary interest	Engagement mechanisms
Local and regional employment, education and training providers	• Principle mine contractor • Country University Centre (CUC) • Winchester Foundation • Moranbah State High School • Dysart State High School • Local training providers (MREAL etc.) • Local employment providers (Work Pac etc.)	• Employment and business opportunities • Education and training opportunities • Project timeframes and updates	• Presentations to employment and training bodies • Principal Communities and Social Performance role representing a dedicated stakeholder contact point for the Project • Dedicated Project phone number or email address • Website/social media • Fact sheets to announce Project changes and updates • Briefing/individual meeting
Housing and accommodation providers	• Isaac Affordable Housing Trust • Emergency and Long-Term Accommodation (ELAM) Moranbah • Real estate agencies in Moranbah, Dysart • Worker Accommodation Village (WAV) Providers (Civeo etc.) • Other accommodation providers who are providing housing services and programs of relevance to the SIMP.	• Housing availability and affordability • Capacity of social services and infrastructure • Project timeframes and updates	• Presentations to housing providers • Principal Communities and Social Performance role representing a dedicated stakeholder contact point for the Project • Dedicated Project phone number or email address • Website/social media • Newsletters • Fact sheets to announce Project changes and updates • Briefing/individual meeting
Industry groups and businesses	• Isaac Business Chamber • Greater Whitsunday Alliance • MEU Mining and Energy Union • Various local business owners • Major infrastructure providers (e.g. Rail, Port, Energy) • Overlapping and adjacent resource tenement holders	• Supply chain opportunities • Tender requirements • Project timeframes and updates • Labour requirements for the operation • Impacts on their operations	• Presentations to business representative bodies • Principal Communities and Social Performance role representing a dedicated stakeholder contact point for the Project • Dedicated Project phone number or email address • Website/social media • Newspaper advertisements • Newsletters • Fact sheets to announce Project changes and updates

Stakeholder group	Stakeholder	Primary interest	Engagement mechanisms
Local and regional commerce and community development organisations	• Moranbah and District Support Service Association Inc. • Dysart Community Support Group Association Inc. • Moranbah Community and Youth Hub management committee • Nebo Community Development Group • Mackay, Whitsunday, Isaac Suicide Prevention Network • Other organisations who are providing services and programs of relevance to the SIMP • Natural resource management organisations	• Employment and business opportunities • Education and training opportunities • Access to Stanmore's Community Grants Program • Housing affordability Community safety • Timely and accurate revised Project information' • Environmental issues and management	• Newsletter • Principal Communities and Social Performance role representing a dedicated stakeholder contact point for the Project • Dedicated Project phone number or email address • Website/social media • Regular community information sessions • Participation in local events • Complaint mechanism • Stanmore Community Grants Program and supporting materials
Aboriginal and Torres Strait Islander peoples	• BBAC • Barada Barna people • Local indigenous residents, businesses and training providers	• Employment and business opportunities • Education and training opportunities • Labour requirements for the operation • Supply chain opportunities • Community funds and benefits • Timely and accurate revised Project information • Cultural heritage management • Native title agreement requirements	• Presentation to Aboriginal representative bodies • Principal Communities and Social Performance role representing a dedicated stakeholder contact point for the Project • Dedicated Project phone number or email address • Website/social media • Newspaper advertisements • Newsletters • Regular community information sessions • Participation in local events • Complaint mechanism • Stanmore Community Grants program and supporting materials • Fact sheets to announce Project changes and updates

Stakeholder group	Stakeholder	Primary interest	Engagement mechanisms
Local communities including local and adjoining landholders	- Landholders in and surrounding the Project area - Residents including Moranbah, Coppabella, Dysart and other residents in Isaac LGA with an interest in the Project	- Job and business opportunities - Education and training opportunities - Community funds and benefits - Community cohesion and social values - Dust, noise and light emissions - Housing affordability and availability - Access to social services - Traffic and congestion - Mine site environmental management - Rehabilitation - Groundwater and surface water management - Changes to farming practices	- Ongoing working relationship with directly affected landholders - Regular community information sessions - Community relations officer dedicated as community contact point - Newsletter - Dedicated Project phone number and email address - Participation in local events - Complaint mechanism - Stanmore Community Grants program and supporting materials - Website/social media - Media releases
Workforce	Stanmore employees and contractors	- Work shifts and schedules - Impact on families - Transport and commuting arrangements - Codes of conduct for behaviour - Housing and accommodation options - Service provision in nearby towns Road safety	- Company newsletter - Website – intranet - Human resource management - Onsite notice boards - Induction processes and training - Toolbox talks and safety messages - Senior Management Team meetings (senior staff) - General Management meetings (general managers) - Regular informal social events - Employee grievance mechanism

2.6 Engagement plan

Proposed engagement activities within the Project's CSEP are outlined in Table 2.3. While these are designed to be actioned following approval of the Project, a number of these activities are likely to be initiated and scoped by Stanmore in advance, during the Project's planning and approvals process, to strengthen key stakeholder relationships and enhance Stanmore's social licence.

The CSEP is designed to support the Project's implementation of social impact mitigation and management measures, while enhancing the Project's benefits locally and strengthening stakeholder relationships. Stanmore will adapt these stakeholder engagement activities to reflect local concerns as they arise.

Table 2.3 Community and stakeholder engagement plan

Actions	Associated stakeholders/partners	Project phase*	Monitoring frequency	KPI	Reporting requirements
Maintain a dedicated Communities and Social Performance Principal role as the primary community contact point for the Project	CSEP stakeholders (Section 2.5)	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.	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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.	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
Early and ongoing engagement through development of a Progressive Rehabilitation and Closure Plan (PRCP) for the Project	- Department Of Environment, Tourism, Science and Innovation - BBAC - IRC - Winchester Downs owners, property manager and Winchester Foundation	C, O, R&C	Annual review during construction, first year of operation, and every three years thereafter	Early engagement documented as part of PRCP including how engagement has informed PRCP outcomes	Integrated IDM and Project SIMR published annually during Project construction and first year of operations

Actions	Associated stakeholders/partners	Project phase*	Monitoring frequency	KPI	Reporting requirements
Establish, publicise, and maintain a readily accessible community complaints and resolution process	CSEP stakeholders (Section 2.5)	C, O, R&C	Annual review during construction, first year of operation, and every three years thereafter	Number of community complaints and enquiries received	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations

Notes: *Project phase references: C = Construction; O = Operations; R&C = Rehabilitation and Closure

2.7 Enhanced Project communications

To address local stakeholder expectations and increase visibility of Stanmore's local contributions, a Stanmore-wide Community Update featuring Project updates will be published at least every six months during the Project's construction phase and for and at least for the first five years of Project operations. This Community Update will feature contemporary information relating to:

- the Project's development and timeframes
- key information addressing emerging community concerns or enquiries
- Project SIMP and social performance outcomes achieved within each period
- rehabilitation progress across IPC
- funded projects through Stanmore's Community Grants program (highlighting contributions made to organisations in Moranbah, Dysart, Coppabella and Isaac region)
- community events or initiatives supported by Stanmore's workforce (engagement activities, event attendance, volunteering or fundraising efforts).

This publication may take the form of a 2-page information sheet and/or e-newsletter and will consistently promote Stanmore's community contact points for enquiries, feedback and complaints.

2.8 Community enquiries and complaints management process

2.8.1 Community enquiries

Stanmore will maintain a dedicated Communities and Social Performance role to represent a central contact point for local stakeholders and community members. Project community contact details will be provided on all Project communication material, including external correspondence, and these details will also be published online for the purpose of receiving complaints and enquiries from stakeholders in relation to Project activities.

All incoming enquiries, feedback loops and complaints will be logged into the Project's stakeholder database and reported on in line with SIMR reporting timeframes.

2.8.2 Complaints management

For community members, landholders, Traditional Owners and other external parties affected by the Project, Stanmore will also implement its Grievance Management Process. This process has been updated in accordance with the systematic procedure set out in the 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 summary of the process undertaken by Stanmore when receiving community and stakeholder complaint or feedback is outlined in Figure 2.2.



Figure 2.2 Community and stakeholder complaints management process

For employees, contractors, volunteers, and anyone working for Stanmore, there is an internal Grievance Resolution Procedure (SMR-HUM-PRO-000006) which addresses workplace-related matters including:

- employment conditions and workplace conduct
- discrimination, bullying, and harassment concerns
- policy breaches and code of conduct violations
- interpersonal conflicts between team members
- workplace safety and procedural issues.

Broader, non-workplace matters will be managed via the external grievance management procedure. Key process features:

- Informal resolution: Direct dealing encouraged as first step
- Formal investigation: Written complaints trigger formal investigation process
- Natural justice: Procedural fairness with right to support person
- Confidentiality: Strict need-to-know basis for all grievance information
- Support Services: Access to TELUS Health Employee Assistance Program (EAP) and counselling (1800 835 871).

Stanmore also maintains the anonymous ‘Speak up’ function on its website allowing for people to submit information concerning misconduct, illegal activity or any other situation perceived as improper that concerns Stanmore’s activities and/or workforce.

2.9 Rehabilitation and closure engagement

This SIMP reflects Stanmore’s commitment to early and ongoing engagement with key stakeholders regarding the Project’s Progressive Rehabilitation and Closure Plan (PRCP) as required under the EP Act. The supporting *Guideline—Progressive rehabilitation and closure plans* (DES 2023), states that a community consultation plan must include details of:

- the objectives for community consultation
- how the community will be engaged
- proposed consultation frequency
- what information will be released for community consultation
- how feedback/concerns will be considered.

Priority stakeholders for early engagement include:

- affected landholders (underlying/adjoining or with land access rights) – Winchester Downs owners, property manager and Winchester Foundation
- BBAC

- IRC
- DETSI

Broader community consultation and engagement will be ongoing throughout the development of the PRCP as well as the ongoing operations, rehabilitation and closure phases of the Project. Relevant community consultation and engagement actions identified in this plan will be incorporated in the community consultation plan under the PRCP.

3 Workforce Management Plan

3.1 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.

3.2 Summary of existing social environment

Key characteristics of the Project's SIA study area at the time of SIA and SIMP preparation included the following:

- Labour market conditions are generally tight with unemployment significantly below the state average with consistently low levels recorded in Isaac LGA since the December 2014 quarter, with the latest rate of 1.0% recorded at the March 2025 quarter (DEWR 2025). Mining remains the dominant employment sector 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 2021). However, reported baseline conditions may be influenced by recent announcements by major mining operators regarding reduced production and/or reduced investment in new mines, and associated job cuts.
- There have been persistent workforce shortages reported across Isaac region in sectors including education, hospitality, health, and childcare. Service providers consulted for the SIA also reported wage disparity between mining and service sectors, and access to affordable housing as two key factors contributing to the shortage, together with common challenges attracting and retaining skilled workers in the regions.
- 2021 Census results highlight that income levels for Isaac region are high overall (with median weekly household incomes of \$2,420) relative to the state average (ABS 2021).
- Workforce mobility is high, with above-average 12-month residential turnover and reliance on FIFO/DIDO labour and large-scale non-resident workforce estimates affecting community dynamics. SIA stakeholders confirmed that local state school enrolments have declined in the last 18 months, with rental and purchase housing stock increasing in availability (see Section 4). This has been anecdotally attributed to, in part, recent job cuts across industry, together with the release of proponent-held housing stock back to market, and new workforce roster arrangements for some existing operations.
- The Project's continuation of IPC workforce levels provides employment continuity that moderate and contribute to overall employment and economic stability in the Isaac region.

3.3 Summary of social impacts

Table 3.1 presents a summary of social impacts and benefits to be addressed by the Project SIMP sub-plan for workforce management.

Table 3.1 Social impact summary, Workforce Development and Management

Social impact	Stakeholders affected	Project phase*	Impact type	Residual significance
Enhanced long-term employment security	• IPC workforce • Residential workforce, Moranbah	O	Positive	
Generation of new, ongoing and replacement employment opportunities	• Isaac Regional Council • Nearby Regional Communities/MIW region • Barada Barna Aboriginal Corporation • Local and regional employment and training providers • 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)	C, O	Positive	
Gradual and staged reduction of employment during transition from IPC to the Project	• Existing IDM/IPC workforce • Local and regional employment and training providers • Principal contractor	O	Negative	Low
Workforce decline at Project closure	• Project workforce • Local and regional employment and training providers • Principal contractor	O, R&C	Negative	Moderate
Increased demand and competition for construction labour	• Unemployed people and job seekers • Isaac Business Chamber (IBC) and local business network • Local and regional employment and training providers • Construction Contractors • Isaac Regional Council	C	Negative	Low
Opportunities for training and skills development	• Local and regional residents, including First Nations, Youth and Women • Potential SIMP partners, including: – Barada Barna Aboriginal Corporation – Isaac Region – Country Universities Centre – Winchester Foundation • Local employment and training providers	C, O R&C	Positive	

Social impact	Stakeholders affected	Project phase*	Impact type	Residual significance
Risk to workforce health, safety and wellbeing	- Stanmore employees and contractors - On-site medical team	C, O	Negative	Low
Psychosocial risks associated with non-resident work arrangements	- Queensland Police Service (QPS), Queensland Ambulance Service (QAS), and Queensland Fire and Emergency Services (QFES) - Moranbah Hospital - Moranbah Interagency and social infrastructure providers including MDSS - SelectAbility - Civeo	C, O	Negative	Moderate

Notes: *Project phase references: C = Construction; O = Operations; R&C = Rehabilitation and Closure

3.4 Key measures

Management measures are proposed for each identified negative and positive impact. Table 3.2 below outlines the proposed workforce management measures. Stanmore currently implements a range of workforce management measures at IPC which will be carried forward and incorporated by the Project. Key features of the management measures that will be delivered as part of the Project are summarised below.

3.4.1 Workforce recruitment

As an existing operator, Stanmore appreciates the benefits of a local workforce. The existing IPC Local Content Strategy (IPC-ENV-PLN-2021.03) links closely with this workforce management plan through established commitments to:

- maximise local employment through application of the recruitment hierarchy as described in Stanmore's Local Content Strategy. The Project will target potential employees in order of priority:
 - The 'local' towns of Moranbah (primary local SIA study area), and Coppabella (secondary local SIA study area, within 1 hour commute to site) and Dysart (greater than 1 hour commute and, therefore, supported by WAV accommodation as needed)
 - Isaac LGA (supported by WAV accommodation as needed)
 - 'Nearby regional communities' within 125 km of site (in accordance with SSRC Act, and supported by WAV accommodation as needed)
 - The Mackay (Isaac) Whitsunday region (supported by WAV accommodation as needed)
 - The State of Queensland (supported by WAV accommodation as needed)
 - The place of residence of the existing workforce provides a good indication of the likely source of operations employees for the Project. This is described in detail as part of the Project's SIA
- comply with the relevant provisions in the *Anti-Discrimination Act 1991*. No job opportunity will be advertised as a FIFO only position
- support meaningful employment pathways for young people in local communities (see also 3.4.4)

- remove barriers for employees through directly contributing to improved childcare services by way of financial support to local childcare services (see also Section 6.4.4)
- provide employment opportunities for Aboriginal People through proposed employment, traineeship or apprenticeship targets as part of the Native Title agreement with the BBAC, as well as supporting Traditional Owners and other relevant Aboriginal employment providers (e.g. BBAC, BBA3 Contracting, Pandanus Recruitment) with contract opportunities
- a safe commute distance is within one-hour drive time from the Project site.

3.4.2 Workforce Transition and Communication Plan

Stanmore will implement an adaptive Workforce Transition and Communication Plan to manage two key transition periods:

- transition of the existing IDM/IPC workforce to Project operations
- transition at Project closure.

The Plan will be formalised within 12 months of Project operations commencing and updated at least three years prior to closure.

Implementation and governance arrangements that will apply across both phases include:

- skills mapping and gap analysis to align existing workforce capability with future operational and closure requirements
- identification and promotion of retraining and upskilling programs using local training providers wherever possible
- coordinated internal and contractor communications, including workforce updates and advance notice to suppliers regarding changes in production and workforce demand
- regular monitoring and adjustment of transition measures to reflect workforce needs and broader market conditions.

i IPC transition to Project

The initial transition addresses the period of workforce reductions notified for IPC during 2027 and 2028 ahead of the Project operations. Key actions will include:

- early notification and regular communication with affected workers and contractors regarding workforce changes and timing
- prioritisation of redeployment into the Project and other Stanmore operations, with a focus on minimising job losses and maximising local workforce retention
- continued promotion of support services including Employee Assistance Program (EAP), and targeted supports for workers identifying economic hardship
- continuation of 'live local' initiatives and housing support in Moranbah to enable residential workforce transition from IPC to Project.

ii Workforce decline at Project closure

This phase addresses the staged workforce reduction as the Project approaches end of mine life. Key actions will include:

- preparation of a dedicated closure transition plan, updated at least three years prior to closure, aligned to latest available forecast of production decline
- early engagement with workers, contractors, and regional employers to support redeployment and job transition pathways
- workforce reduction scheduling linked to a defined workforce profile and closure milestones
- continued access to mental health and wellbeing supports throughout ramp-down.

3.4.3 Promotion of Stanmore's Live Local benefits

Stanmore offers a 'Live Local Program' which provides employees with genuine accommodation choice by providing direct financial subsidies to live in the local community. The commitment of Stanmore and the mining contractor to providing a safe and healthy environment in which to work, and real choice of accommodation options, is reflected in very low rates of employee turnover between 1% and 1.5% per annum.

Stanmore is committed to increasing the promotion and uptake of its Live Local program by workers and new recruits. As identified within the Project's SIA, it is expected that the 15-year extended mine life associated with the Project will represent an opportunity for increasing the proportion of workers that are existing and/or new locals. To facilitate this, Stanmore is committing to a joint campaign with IRC to promote and communicate the benefits of living locally. This up-front investment of \$10,000 seeks to cover local media and social media promotion of Live Local benefits. Stanmore will also work with IRC to share insights regarding existing influencing factors for the choices exercised by non-residential workers, and key attraction elements for workers already using the Live Local incentives. These insights will help to tailor the joint promotion campaign. Further investments to Stanmore's Live Local housing supports are addressed at Section 4.4.1.

3.4.4 Workforce training, skills development and local career pathways

Stanmore is committed to working with contractors (e.g. primary mining contractor), including reporting on ongoing training and skills development for the contract workforce during construction and operation.

An additional measure specific to this Project, is Stanmore's commitment to supporting one apprenticeship placement per year for the life of the Project, valued at \$70,000, which will be promoted through Moranbah and Dysart State High Schools.

Stanmore will also make a contribution to Moranbah's CUC of \$25,000 p.a. as a Bronze partnership member representing support for outreach and engagement by the CUC.

Stanmore will also promote the use of CUC facilities by its workforce, where they are continuing their studies. Should CUC achieve agreement with CIVEO for a co-located study hub within the Coppabella and Moranbah WAVs, Stanmore will also promote these opportunities throughout their employee and contract workforce. Early engagement with CIVEO by the SIA team has indicated a willingness to explore integration models with CUC and Stanmore.

Through partnerships with Moranbah's CUC and the Winchester Foundation, Stanmore will design a resource-sector focused holiday work experience program for interested rural education and university candidates. Candidates will be identified on a case-by-case basis by CUC or Winchester Foundation with final selection by Stanmore, to encourage local work experience and career development based on the scope of rural scholarships and/or aligned tertiary pursuits. Stanmore's holiday work experience program will be made available to two students for all holiday periods annually, administered under a casual employment agreement.

3.4.5 Workforce Code of Conduct

Stanmore will manage workforce behaviour and interactions through the consistent application of its established Workforce Code of Conduct, which applies to all employees, contractors and suppliers associated with the Project. The Code of Conduct sets out clear expectations for ethical, lawful and respectful behaviour and is supported by graduated disciplinary measures for non-compliance, ranging from informal warnings to termination of employment, depending on the nature and severity of any breach (Stanmore, Code of Conduct 2025).

Stanmore will investigate and respond to any workforce-related complaints in accordance with its established Complaints Management Procedure.

The Code of Conduct provides a framework to support positive workforce behaviour, workforce wellbeing, and respectful interactions with local communities, while reinforcing Stanmore's values and corporate responsibilities.

The Code of Conduct sets standards for workplace behaviour, including the following:

- Standards of conduct and integrity: employees are required to act ethically, responsibly and with integrity, comply with all applicable laws and regulations, avoid illegal or unethical activities, and appropriately manage actual or perceived conflicts of interest.
- Health and safety leadership: compliance with health and safety policies, proactive risk identification and management, and prompt reporting of hazards, incidents and near misses.
- Equal employment opportunity: commitment to fair and equitable employment practices, ensuring individuals are not unlawfully discriminated against during recruitment, training, promotion or other employment-related processes.
- Mental health and wellbeing support: access to confidential support services, including the Employee Assistance Program provided through TELUS.
- Respectful and inclusive workplace: zero tolerance for discrimination, harassment, bullying, victimisation, vilification or racism. These standards apply across all work-related settings, including online platforms, accommodation facilities and during work-related travel.
- Responsible use of electronic resources: electronic systems and communication tools must be used appropriately and ethically, including the protection of confidential information and avoidance of offensive, illegal or inappropriate content.
- Whistleblower protections: confidential mechanisms are available for reporting unethical behaviour or breaches of the Code, including Stanmore's Speak Up program and an external whistleblower hotline, with protection from retaliation.

The Code of Conduct also governs workforce interactions with local communities and the environment, including the following:

- Community conduct and engagement: employees are required to interact with local communities respectfully and responsibly, supporting positive relationships consistent with Stanmore's values and policies.
- Environmental responsibility: employees are expected to understand and minimise environmental impacts, report environmental incidents, and support sustainable practices that protect local ecosystems and community values.

3.4.6 Integrated Health and Safety Management System

Stanmore has an established Integrated Health and Safety Management System (SHMS) structured around six elements: Governance and Leadership, Risk Planning, Support, Operation, Performance Evaluation, and Improvement.

This system is designed to systematically identify, manage, and mitigate risks while ensuring continual improvement and legal compliance. Stanmore uses the Serious Accident Frequency Rate (SAFR) as its primary safety performance measure, aligning with industry standards. As of December 31, 2025, the 12-month rolling SAFR was 0.33, which is noted as being well below the latest industry benchmarks (Stanmore Resources Limited ASX:SMR 2026b).

Comprehensive safety training is provided to all employees and contractors, including hazard identification, risk assessment, and incident management. In 2024, Stanmore conducted Bow-Tie risk assessments for principal hazards and updated site-based Principal Hazard Management Plans (PHMPs). Leaders are encouraged to engage directly with employees and contractors in the field to prioritize health and safety during task planning and execution.

3.4.7 Workforce and community mental health partnerships

Stanmore is committed to promoting the mental health and wellbeing of its workforce as a fundamental aspect of its safety priorities and business values. As part of its existing operations Stanmore runs monthly health shares for its workers on topics such as eye health, stretching, bowel health, and regular medical check-ups are shared to promote overall wellbeing. Training packages on sexual harassment, workplace bullying, and diversity and inclusion also continue to be rolled out across Stanmore's assets and operating assets to foster a safe and inclusive work environment (Stanmore, Sustainability Report 2024).

Stanmore also offers a confidential EAP through TELUS, providing support to employees, their partners, and dependent children. The program focuses on encouraging effective self-management strategies and practices.

Stanmore also continues its commitments established for IDM operations, to deliver Mental Health First Aid training for its workers. In 2024, 62 staff members completed training to become Mental Health First Aiders, providing a visible and approachable presence for colleagues seeking mental health support. Mental Health First Aid workshops are also conducted for all site personnel, along with leadership training for management teams to create a supportive work environment (Stanmore, Health and Safety Policy 2023).

As part of this Project, Stanmore will also partner with locally-based provider SelectAbility to deliver in-community mental health programs for up to \$15,000 per year. This investment is in addition to ongoing Mental Health First Aid training for Project workers (Stanmore Resources 2024) and seeks to address the emerging needs in mental health support for workers on site and in community, which was a strong theme of SIA consultation.

Table 3.2 Management and monitoring measures, Workforce Management Plan

Social impact	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency	Reporting requirement
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
		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	Baranda Barna Aboriginal Corporation (BBAC) First Nations People	C, O	[%] of First Nations people in workforce [#] of Baranda Barna people completing induction.	Annual	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
		Implement relevant employment commitments from Stanmore’s endorsed RAP	RAP working group	Ongoing	[#] of RAP employment commitments	Annual	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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)	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
Workforce decline at Project closure	Support structured and coordinated workforce reduction during Project closure that preserves employment continuity where possible, minimising socio-economic disruption to affected workers and the wider communities.	Implementation of a workforce transition plan to help employees with ongoing employment opportunities Implementation of an employment transition/redeployment communication program to maintain transparency and manage career/employment expectations of employees	Existing IDM/IPC workforce Local and regional employment and training providers Nearby regional communities/MIW region	O, R&C	[%] of workforce successfully transitioned or redeployed during later years of production and Project closure/rehabilitation [%] employee satisfaction with transition or redeployment communication (workforce survey)	Bi-annually during Project ramp down phase (internal)	Integrated IDM and Project SIMR published annually during later years of Project operations and closure

Social impact	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency	Reporting requirement
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
		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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
		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 program/placement outcomes	Annually	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
		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)	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
		Maintain a dedicated, all-weather helipad at a location proximal to the 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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
		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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
		Monitor workforce satisfaction with quality and services of WAVs and take corrective actions where required	Civeo	Ongoing	[%] Stanmore employee/contractor satisfaction rate with accommodation [#] of accommodation related complaints and resolution time	Annually	Integrated IDM and Project SIMR published annually during Project construction and first year of operations

Social impact	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency	Reporting requirement
Psychosocial risks associated with non-residential work arrangements	Support health and wellbeing of the workforce and their families	Workforce Code of Conduct Integrated Health and Safety 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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
		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		[#] workers accessing EAP per annum	Annually	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
		WAV conditions and non-resident workforce wellbeing monitoring	Civeo		[#] of accommodation related complaints and resolution time	Monthly (internal)	Integrated IDM and Project SIMR published annually during Project construction and first year of operations

4 Housing and Accommodation Plan

4.1 Objectives

The Housing and Accommodation Plan outlines management and monitoring measures associated with Project impacts relating to housing and accommodation. This sub-plan focuses 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.

4.2 Summary of existing social environment

Key characteristics of the Project's SIA study area at the time of SIA and SIMP preparation are described below:

- Moranbah demonstrated a low median weekly rent of \$100 recorded at the ABS Census in (2021), as was recorded in the SIA (EMM 2026a). Since then, Moranbah has exemplified a rising rental vacancy rate, with October 2025 reporting the highest vacancy rate on record (9.6%) but asking rents remain high at \$600 per week for a 3-bedroom house, and \$748 per week for a 2-bedroom unit (average asking rents for Central Queensland region more broadly were \$466 and \$333 respectively). The lag between availability and affordability of rental stock continues to affect the liveability of Moranbah for residents and essential workers. Data for week ending 4 December 2025 indicates a marginal 0.6% decrease in asking rents for 3-bedroom houses in the last quarter (SQM Research 2025).
- Overcrowding and affordability indicators show emerging pressure for lower-income households, domestic and family violence (DFV) and crisis accommodation needs, and other vulnerable groups, with findings from the Council commissioned QoL Survey noting that nearly half of respondents (47%) anticipated their material living conditions would deteriorate in the next 5 years (Taverner Research Group 2025). Moranbah's Emergency and Long-term Accommodation service, ELAM reports consistent wait lists of 12-months and challenges securing crisis and affordable housing options for families affected by DFV and single persons.
- Multiple stakeholders consulted for the SIA also identified the deleterious effect affordability of short-term accommodation options has on securing visiting trades and services.
- Demand for established WAV accommodation remains strong in the Isaac region, with around 90.4% of the non-resident population in the Isaac LGA (estimated 15,810 persons) accommodated in a WAV while on shift during June 2024 (QGSO 2025). Dedicated WAVs have been established in the Isaac region and act as a critical buffer protecting the residential market from additional workforce pressure.
- Employer-owned housing stock (including Stanmore's) plays a material role in maintaining local housing stability.

4.3 Summary of social impacts

Table 4.1 presents a summary of social impacts and benefits to be addressed by the Project SIMP sub-plan for housing and accommodation management.

Table 4.1 Summary of social impacts, Housing and accommodation

Social impact	Stakeholders affected	Project phase*	Impact type	Residual significance
Housing and accommodation				
Local and non-resident workforce accommodation	Stanmore employees and contractors (local and visiting)	C, O	Negative	Low
Enhanced access to affordable accommodation options for visiting trades and services	Isaac Affordable Housing Trust Visiting trades and services on request of SIMP partners including CLA, (Moranbah and District Support Services (MDSS), SelectAbility, Isaac Business Chamber (IBC)	C, O		Positive
Ongoing economic benefits for WAV providers	WAV operators in Moranbah and Coppabella (Civeo)	C, O		Positive

Notes: *Project phase references: C = Construction; O = Operations; R&C = Rehabilitation and Closure

4.4 Key measures

Management measures are proposed for each identified negative and positive impact. Table 4.2 below outlines the proposed workforce management measures.

Stanmore currently implements a range of local and affordable accommodation management measures for IDM (as part of IPC) which will be carried forward and incorporated by the Project. Key features of the management measures that will be delivered as part of the Project are summarised below.

4.4.1 Live Local Program

Stanmore offers a *Live Local Program* that provides employees with genuine accommodation choice through direct financial subsidies to live in the local community. Stanmore and its mining contractor are committed to providing a safe and healthy working environment and meaningful choice in accommodation, reflected in very low employee turnover rates of approximately 1–1.5% per annum. There is no cap on the number of employees eligible to access the *Live Local Program*. In 2026, 23 Principal Contractor employees and 12 Stanmore employees at the Isaac Plains Complex were accessing subsidised rental accommodation through the program.

Stanmore has committed to the *Live Local* housing support program with an annual payment per employee (depending on role) to support local employees to rent or purchase homes. Stanmore will also contribute \$10,000 for joint promotion with IRC on living locally.

4.4.2 Contributions to Isaac Affordable Housing Trust

Monitoring of housing conditions in Moranbah illustrate increasing availability of housing stock and high rental vacancy rates, however, limited change in affordability indicators. This has implications for local residents and those employed outside the resource sector. Stanmore has committed to working closely with the Isaac Affordable Housing Trust (IAHT) to help alleviate housing affordability pressures. An initial contribution of three townhouses at 16 Langford Court Moranbah currently owned by Stanmore will be transferred into the ownership of IAHT for the explicit purposes of supporting the affordable housing needs identified by IRC. Subject to further engagement with IAHT, Stanmore has proposed additional Project specific commitments of \$100,000 p.a. from the third year of effective coal sales commence. This will support the development of the region's shovel-ready affordable housing project pipeline. These initiatives represent an investment of more than \$1.4 - \$1.5 M toward increasing affordable housing supply in Moranbah and the broader Isaac region.

4.4.3 Interim accommodation support for visiting services and trades

Consultation with local stakeholders has highlighted ongoing challenges in securing affordable ad-hoc, interim, and short-stay accommodation for visiting service providers. In response, Stanmore has identified opportunities within its existing WAV room bookings that may be made available, on a case-by-case basis, to support SIMP partners requiring short-term accommodation for visiting services (e.g. days to a week or two).

Stanmore will work with its existing accommodation provider, Civeo, to develop a simple booking mechanism that enables unused, pre-paid and part-paid WAV rooms to be accessed when not required for mine activities. These rooms would be made available to SIMP partners at a rate similar to Stanmore's long term contracted rates for the accommodation. The number of rooms and bookings of this nature would be subject to availability after meeting Project workforce needs and operational requirements.

4.4.4 Collaborative monitoring measures

The Project SIA characterises housing availability and affordability in Moranbah and the broader Isaac region as dynamic and responsive to changing operational and workforce conditions. Baseline evidence indicates that current purchase and rental housing supply is sufficient to accommodate temporary or marginal increases in demand associated with the Project. However, affordability indicators remain constrained, continuing to place pressure on existing residents and on local service providers seeking short-term accommodation for visiting trades and specialists.

Forecast cumulative development within the Isaac Region has the potential to influence baseline housing conditions over time. This risk is moderated by declining production rates and associated workforce adjustments (i.e. cessation of some mining activities) at existing operations, which have contributed to changes in school enrolments and to observed fluctuations in housing and rental vacancy rates.

Stanmore has committed to a suite of housing-related measures proportionate to the Project's expected level of impact, with a clear focus on promoting the workforce living locally, and supporting housing affordability for local residents and visiting services.

Twice-yearly monitoring of housing affordability indicators will be undertaken to ensure SIMP measures remain appropriate and effective and do not contribute to unintended adverse impacts on local accommodation markets. Monitoring outcomes will inform ongoing consultation with IRC, the IBC, and other SIMP partners involved in the implementation of housing affordability measures.

Table 4.2 Managmenet and monitoring measures, Housing and accomodation management plan

Social impact/benefit	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency	Reporting requirement
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	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 \$100,000 p.a. for 3 years from the third year of when effective coal 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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
	Contribute to affordability of accommodation options for visiting services	New system to be developed by Stanmore's existing relationship with Civeo to facilitate access to Stanmore’s existing pool of WAV rooms as affordable accommodation options for SIMP partners	- IRC - IAHT - CLA - CUC - SelectAbility - MDSS/ELAM - Emergency Services	C, O	[#] SIMP partner visiting services utilising Stanmore’s WAV booking system and number of nights booked Feedback via IBC to confirm no deleterious effect for local short-term accommodation providers	Annual	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
		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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations

5 Local Business and Industry Procurement Plan

5.1 Objectives

The Local Business and Industry Procurement Plan applies to the management and monitoring of identified social impacts associated with business and service providers. This sub-plan focuses 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 Smalls 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.

5.2 Summary of existing social environment

Key characteristics of the Project's SIA study area at the time of SIA and SIMP preparation included the following:

- Business count growth between 2022–2024 indicates expanding construction, maintenance, and professional services, but capacity varies by sector. The Isaac region economy is primarily driven by the mining sector (specifically coal mining) as well as the agribusiness (including crops and livestock), construction and manufacturing sectors (Isaac Regional Council 2019).
- Local suppliers remain sensitive to mining sector and market changes. The top three industries with the highest proportion of registered businesses in Moranbah in June 2024 were Construction (20.2%), Other Services (13.8%), and Agriculture, Forestry and Fishing (11.8%) (ABS 2024a).
- Existing procurement pathways with IPC (e.g. spend with 128 local suppliers and 3 Indigenous businesses) will continue support local economic resilience. Services provided by registered Indigenous businesses in Moranbah include employment and cultural awareness training, engineering and open pit mining services, Indigenous labour hire, civil construction, plant and equipment hire, and uniform and safety equipment supply.
- During SIA consultation, Isaac Business Chamber, together with other local business and service provider stakeholders emphasised the need for clear procurement visibility, re- introduction to contractor processes, and alignment with regional collaboration platforms.
- Isaac Business Chamber has recently been established as an inclusive representative body for local business and industry, facilitating cross-sectoral strategic partnerships, networking workshops and forums to strengthen capacity and resilience. As part of this new function, the Business Chamber is establishing regular member meetings and scheduled forums to enhance visibility of cumulative procurement practice and opportunities in the Bowen Basin. The Chamber is also supported by the former BMA smart transformation advisory committee to continue work toward the agreed smart transformation road map for Isaac region.

5.3 Summary of social impacts

Table 5.1 presents a summary of social impacts and benefits to be addressed by the Project SIMP sub-plan for local business and industry procurement.

Table 5.1 Summary of social impacts, Business and Industry procurement

Social impact	Stakeholders affected	Project phase*	Impact type	Residual significance
Local business and industry procurement				
Increase in supply and procurement opportunities	Isaac Business Chamber and local business network GW3 Tier 1 and Tier 2 Contractors Barada Barna Aboriginal Corporation and updated list of suppliers Department of Women, Aboriginal and Torres Strait Islander Partnerships and Multiculturalism	C, O, R&C		Positive
Ongoing economic benefits for local and regional businesses	Isaac Business Chamber and local business network Barada Barna Aboriginal Corporation and updated list of suppliers Isaac Regional Council Shop Local Program Administrators	C, O, R&C		Positive

Notes: *Project phase references: C = Construction; O = Operations; R&C = Rehabilitation and Closure

5.4 Key measures

Management measures are proposed for each identified negative and positive impact. Table 5.2 below outlines the proposed workforce management measures. Stanmore currently implements a range of local business and industry procurement management measures at IPC which will be carried forward and incorporated by the Project. Key features of the management measures that will be delivered as part of the Project are summarised below.

5.4.1 Local Content Strategy

Stanmore's Local Content Strategy has been developed as a means of responding to the SSRC Act and is consistent with the values of the Queensland Resources and Energy Sector Code of Practice for Local Content and Australian Industry Participation Framework.

Stanmore is committed to developing a tailored Local Content Strategy which:

- outlines the approach to communicating with and encouraging local business and industry to participate within its supply chains
- describes how local industry will be encouraged to register as a supplier, pre-qualify, tender for supply opportunities and develop the required capabilities
- sets out the resourcing, implementation and reporting arrangements for IPC local content practices and outcomes.

Under this strategy, Stanmore has committed to:

- maintain a procurement policy and tailored local content strategy consistent with the values of the Queensland Resources and Energy Sector Code of Practice for Local Content and Australian Industry Participation Framework
- collaborate with Isaac Business Chamber to update Stanmore's established local supplier listing, tailored to the Project
- maintain Stanmore's local supplier prequalification process which enables low value transactions with local businesses rather than through complex tendering processes
- give preference to contractors and sub-contractors who optimise local content where comparative bids are assessed as commercially and technically equivalent
- categorise procurement streams according to risk and tailor insurance requirements accordingly so that local businesses are not precluded from tendering for opportunities
- facilitate and support delivery of a tender program for all local businesses, especially for Indigenous businesses in collaboration with local employment providers, BBAC and relevant state agencies.

5.4.2 Contractor engagement and management program

As part of Stanmore's contractor engagement and management program, Stanmore will:

- 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 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.

5.4.3 Collaboration with Isaac Business Chamber

The Isaac Business Chamber has recently been established as an inclusive representative body for local business and industry, with a mandate to facilitate cross-sector strategic partnerships, deliver networking workshops and forums, and strengthen regional business capability and resilience. As part of its remit, the Chamber is convening regular member meetings and scheduled forums to improve transparency and visibility of cumulative procurement practices and opportunities across the Bowen Basin. The Chamber is supported by the former BMA Smart Transformation Advisory Committee to continue implementation of the agreed Smart Transformation Roadmap for the Isaac region.

Stanmore has supported the Chamber, sponsored programs and participated in many events, and is supportive of making sure that Project procurement opportunities are communicated early and clearly. Stanmore are planning to be a 'stall holder' at the Chamber's "meet the buyer" event as part of Small Business week. If this becomes an annual event based on success in 2026, Stanmore will continue participation. This will include presentations on Stanmore's Local Content Strategy and procurement processes commencing six months prior to construction and supporting a long lead into the Project's operations phase.

5.4.4 Partnership with Barada Barna Aboriginal Corporation

Consultation with representatives of BBAC provided insights into the outcomes of existing commitments and working arrangements for IDM. While Barada Barna continues to prioritise increased employment and training outcomes for Barada Barna People, a key focus of consultation was the opportunity to expand the diversity of supply contracts with Stanmore Resources, reflecting the emergence of new Aboriginal-owned businesses and supply capabilities since IDM commenced operations. These opportunities have also been identified to support the Project's progressive rehabilitation and closure activities, with strengths and aspirations described by Barada Barna linked particularly to land and conservation management contracts.

Stanmore will continue to work with BBAC to progress the required Native Title agreement and Cultural Heritage Management Plan for the Project, including proposed targets for Indigenous business contracting. As part of this SIMP and in line with the IPC Local Content Strategy, Stanmore will use best endeavours to support Barada Barna endorsed businesses to undertake activities.

5.4.5 Shop Isaac

Isaac Regional Council has a "Shop Isaac" program featuring a Shop Isaac gift card, a loyalty card that functions like a credit card but is only usable at registered local businesses, keeping money within the region and supporting local economies, with details and participating businesses available on the Council's website.

The "Shop Isaac" initiative was encouraged during consultation with IRC for the Project's SIA and SIMP in November, as a way of encouraging both local and non-local workforce indirect spend activities in the region.

Table 5.2 Management and monitoring measures, Local business and industry procurement

Social impact/benefit	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency	Reporting requirement
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 and using mechanisms like splitting scopes to suit local business capacity	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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
	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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
	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 use and distribution to all major contractors Promote procurement process through IBC events	Tier 1 and Tier 2 Contractors	C, O, R&C	Register established, updated and distributed 6 months prior to construction, and annually thereafter	Annual	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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 Shop Isaac campaign among workforce	Annual	Integrated IDM and Project SIMR published annually during Project construction and first year of operations

6 Health and Community Wellbeing Plan

6.1 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.

This sub-plan focuses 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.

6.2 Summary of existing social environment

Key characteristics of the Project's SIA study area at the time of SIA and SIMP preparation included the following:

- Continued liaison and engagement on managing stock movements, property access and potential amenity impacts at Winchester Downs.
- Lifestyle and liveability of Isaac region is centred on supporting families and retention of young professionals. Nearly two-fifths of Moranbah's population is aged under 25 years. Young people aged 15-24 years makes up 12.4% of Moranbah's population, above the Isaac region average of 11.7%.
- Baseline findings also highlight that local community wellbeing and quality of life has been affected by cost-of-living increases, housing affordability and housing stress, sustainability of community groups, services and recreation, and availability of youth and family supports. The IRC quality of life survey 2024 highlighting 21% of respondents reported a decline in their quality of life over the last year due to rising cost of living in (35%), dissatisfaction with council services (21%) and deterioration of road conditions (18%) (Taverner Research Group 2025).
- Health services face significant access constraints, with recent changes to GP availability and ongoing needs to support allied health specialist service visits to the region; however, hospital and health services have been upgraded to position Moranbah as a hub of advanced health services.
- Mental health indicators show elevated psychological distress, with Isaac LGA indicating a rate of 696.8 of hospital admissions due to mental health related conditions per 100,000 people. Local social services and emergency services have also identified an increase in call outs for mental health incidents both within the local study area, and the WAV settings particularly in Coppabella. Potential contributing factors to strained mental health and wellbeing have been identified as including isolation for new locals and non-residents, as well as workforce wellbeing factors associated with long-shift rosters, fatigue risks, and the FIFO/DIDO lifestyle.
- Emergency services experience ongoing pressure due to workforce movement, fatigue risk, and transient populations. Emergency services are available in all key communities at varying levels except for Coppabella, which relies on Moranbah for services.

6.3 Summary of social impacts

Table 6.1 presents a summary of social impacts and benefits to be addressed by the Project SIMP sub-plan for health and community well-being.

Table 6.1 Summary of social impacts, health and community well-being

Social impact	Stakeholders affected	Project phase*	Impact type	Residual significance
Health and community wellbeing				
Change in demand for social infrastructure (i.e. health and medical, early childhood and education, and emergency services)	Moranbah interagency and social infrastructure providers including schools, health, childcare, mental health services QPS, QAS and QFES Isaac Regional Council Civeo	C, O	Negative	Low
Changes to living environment (e.g. access noise, dust, vibration)	Winchester Downs Property occupants Winchester Foundation	C, O	Negative	Low
Loss of tangible/intangible cultural heritage values due to disturbances of sites and/or landscapes changes	Barada Barna Aboriginal Corporation Isaac Regional Council (non-Indigenous heritage values)	C, O	Negative	Low
Effect of Project-related traffic on community travel and safety along the Peak Downs Highway and local roads	Local and regional communities – road users Stanmore employees and contractors QPS, QAS and QFES Moranbah interagency and social infrastructure providers including schools, health, childcare, mental health services Isaac and Mackay Regional Council DTMR	C, O	Negative	Low
Population retention influencing community vitality and cohesion	Local communities and grant recipients (Moranbah, Coppabella, Dysart, Isaac LGA) Isaac Regional Council	O		Positive
Post-mining land use and land rehabilitation opportunities	Department of Environment, Tourism, Science and Innovation Isaac Regional Council Winchester Downs Property occupants Winchester Foundation Barada Barna Aboriginal Corporation	R&C		Positive

Notes: *Project phase references: C = Construction; O = Operations; R&C = Rehabilitation and Closure

6.4 Key measures

Management measures are proposed for each identified negative and positive impact. Table 6.2 below outlines the proposed measures for the Project's community health and well-being plan. Stanmore currently implements a range of wellbeing management measures at IDM which will be carried forward and incorporated into the Project. Key features of the management measures that will be delivered as part of the Project are summarised below.

6.4.1 Continued Land Access and Management Rules

Stanmore has established Land Access and Management Rules in place with the Winchester Downs Property Manager, designed to manage property access, stock movements and amenity impacts. Review of the Land Access and Management Rules will be undertaken in consultation with, and subject to agreement by, the Winchester Downs property manager. This includes agreed access protocols, defined processes for escalating feedback and complaints, and transparent pathways for issue resolution.

6.4.2 Project Environmental Controls and Management Plans

As with previous operations at the IPC, the Project will be governed by a suite of environmental controls and management plans, including but not limited to:

- dust, noise and vibration management plans and procedures
- Emergency Response Plan
- Bushfire Management Plan.

These management plans have been developed for the Project's EIS in consultation with relevant emergency service agencies.

6.4.3 Renewed contribution toward youth development programs

Early consultation with IRC during the SIA scoping phase identified a clear priority to strengthen vertical integration of education, training and employment pathways for young people, particularly those linked to the resources sector. Council emphasised the importance of retaining young people in Moranbah and the broader Isaac region by providing visible, locally accessible pathways that support long-term workforce participation and overall regional social sustainability.

In response, Stanmore has committed to a coordinated suite of youth development, education and workforce initiatives designed to support progression from secondary education through to tertiary study and employment. This includes pilot funding for a school holiday program that provides structured exposure to local career pathways, and the retention of one apprenticeship position per year for the life of the Project, supporting sustained skills development and local workforce continuity (see Section 3.4.4).

Stanmore has also committed ongoing support to the Oasis Life Youth Development Program, a locally delivered initiative endorsed by IRC as an effective mechanism for supporting youth wellbeing, engagement and resilience, particularly for the region's most disadvantaged and/or at-risk of disengagement. This commitment reflects Council's strong advocacy for evidence-based, community-led youth services that address mental health, social connection and early intervention needs for young people in the Isaac region.

In parallel, Stanmore will support the Moranbah CUC (see Section 3.4.4), recognising its role in enabling young people and mature-age students to access tertiary education while remaining in the region. This "study local" model directly supports Council's objective of reducing youth out-migration and strengthening long-term community stability.

Stanmore is also supporting the Winchester Foundation, a directly affected landowner, and is exploring opportunities for collaboration between Stanmore, the Winchester Foundation, and CUC Moranbah to deliver a school holiday placement program. This initiative is intended to facilitate access to local holiday employment and learning opportunities, keeping young people connected to the region during critical transition periods.

6.4.4 Renewed contribution toward childcare service sustainability

Stanmore has an established commitment to addressing barriers to workforce participation by contributing directly to the sustainability and capacity of local early learning services. Stanmore has provided funding to the Isaac region's Childcare Leadership Alliance (CLA), recognising the critical role the Alliance plays in coordinating a whole-of-community response to early childhood education and care workforce shortages, particularly educator attraction, retention, and access to suitable accommodation.

The CLA has implemented a coordinated, evidence-based strategy to address a historically significant educator shortfall across the Isaac region (previously estimated at 56 positions), combining domestic recruitment campaigns, an internationally sponsored educator program, and direct provision of furnished accommodation. Since commencement, the CLA has supported the recruitment of 39 new educators, halved waitlists at key services including Moranbah Early Learning Centre, and established a pipeline of international educators ready to migrate, subject to access to housing. Accommodation remains the second-highest priority constraint for the sector, particularly for educators working in services catering for children under two years of age, where regulatory ratios and facility requirements are most acute.

From the first year of the Project's operations in 2029, Stanmore will provide an annual contribution of \$65,000 to the CLA or appropriate childcare providers, replacing the previous IDM SIMP commitment. This funding will support place-based, locally governed initiatives that strengthen educator recruitment and retention, reduce reliance on short-term or casualised labour, and improve the availability and affordability of early learning services. The contribution will be administered in coordination with CLA partners, including service providers, local government and peak bodies in the early learning sector, and will prioritise initiatives to that directly support workforce participation, service continuity and long-term social sustainability in the Isaac region. Stanmore will review annual contribution amount as part of SIMP monitoring and review process to ensure alignment with sustained demand from the workforce.

6.4.5 Collaborative monitoring measures

Each of the SIMP sub-plans sets out a framework for collaboration with key stakeholders to monitor and report on social impacts associated with the Project. During development of this SIA, key social infrastructure providers and agencies have expressed their desire for early and ongoing engagement pertaining to SIMP and Project management measures. As such, the Community Health and Well-being Plan, together with the Community and Stakeholder Engagement Plan, provides a framework for continued communication and engagement with these stakeholders, particularly with social infrastructure providers, including health, education and emergency services.

6.4.6 Stanmore Community Grants Program

Project communities in the Isaac Region will continue to have access to Stanmore's Community Grants Program, delivering a total annual contribution 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. Community groups may apply for grants of up to \$5,000 per funding round, with the option to seek up to \$10,000 for significant projects or initiatives.

Funding is directed toward regional programs, events and initiatives that:

- support opportunities for young people
- strengthen community health and wellbeing (including mental health, emergency services, physical fitness, recreation and road safety)
- enable and support Indigenous-led initiatives, and
- promote environmental education, conservation and volunteer programs that contribute to local environmental values and sustainable development.

Table 6.2 Managemeent and monitoring measures, Health and community well-being plan

Social impact/benefit	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency	Reporting requirement
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 extension 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 (see Section 3.4).	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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
	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 coordinates for a helicopter landing zone. Enhanced Project communications including participation in local interagency meetings and engagement on community safety and wellbeing concerns	QAS, QFES, QPS Moranbah Hospital	Annual	Emergency service endorsement of Project bushfire, safety and emergency management plans [#] 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	Annual	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
Changes to living environment (e.g. access noise, dust, vibration)	Mitigate potential health and well-being impacts on neighbours 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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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 CHMP	BBAC	Annual	Dedicated on-site meeting place established Traditional language features in Project site office design	Annual	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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 neighbours and local communities	Project traffic impact assessment reviewed by QPS, TMR and Council 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 Implement and promote the workforce Code of Conduct to manage behavioural standards	QPS, TMR, Council 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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations

Social impact/benefit	Objective	Measures	Partnership	Timing	KPI	Monitoring frequency	Reporting requirement
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	Integrated IDM and Project SIMR published annually during Project construction and first year of operations
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 development of Plan and options	Annual	Integrated IDM and Project SIMR published annually during Project construction and first year of operations

7 Conclusion

The Project SIMP provides a comprehensive framework to manage social impacts and deliver positive social outcomes associated with the Project. It reflects the findings of the Project SIA, responds directly to stakeholder and regulator feedback, and aligns with Stanmore's established approach to social impact management, monitoring and reporting for IDM, which forms part of IPC.

Each sub-plan includes clear objectives, management measures, implementation responsibilities, monitoring indicators and reporting commitments. Measures have been designed to be proportionate to the Project's scale and risk profile, informed by consultation outcomes, and capable of adaptive management over time. Key commitments within the SIMP include an increased focus on residential workers, workforce support during Project transitions from IDM to the Project, enhanced workforce and community mental health supports, enhanced skills and training pathways and strategies to strengthen local and Indigenous employment and procurement participation. This SIMP also outlines the Project's contributions to affordable housing and accommodation options, both for vulnerable groups and for visiting services to Moranbah and the Isaac region.

The SIMP adopts an adaptive management approach, recognising that social conditions in the Isaac region are influenced by cumulative development activity, workforce dynamics and broader economic cycles. Regular monitoring, reporting and engagement will enable Stanmore to assess the effectiveness of management measures and adjust responses as required over time.

Overall, implementation of this SIMP will support the Project's contribution to strong and sustainable resource communities, maintain and strengthen Stanmore's social licence to operate, and ensure that social impacts and benefits are appropriately managed throughout the Project's life cycle, including support for integrated and participatory planning for the Project's future rehabilitation and closure.

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Australia

SYDNEY

Level 10 201 Pacific Highway
St Leonards NSW 2065
T 02 9493 9500

NEWCASTLE

Level 3 175 Scott Street
Newcastle NSW 2300
T 02 4907 4800

BRISBANE

Level 2 95 North Quay
Brisbane QLD 4000
T 07 3648 1200

CANBERRA

Suite 2.04 Level 2
15 London Circuit
Canberra City ACT 2601

ADELAIDE

Level 4 74 Pirie Street
Adelaide SA 5000
T 08 8232 2253

MELBOURNE

Suite 9.01 Level 9
454 Collins Street
Melbourne VIC 3000
T 03 9993 1900

PERTH

Suite 3.03
111 St Georges Terrace
Perth WA 6000
T 08 6430 4800

Canada

TORONTO

2345 Yonge Street Suite 300
Toronto ON M4P 2E5
T 647 467 1605

VANCOUVER

2015 Main Street
Vancouver BC V5T 3C2
T 604 999 8297

CALGARY

700 2nd Street SW Floor 19
Calgary AB T2P 2W2



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