



**MULTICOM**

# **SAINT ELMO MINE**

## **Workforce Management Plan**

Reference: PLN-029



<b>Revision Date</b>	<b>Description</b>	<b>Originator</b>	<b>Reviewer</b>	<b>Approver</b>
15 Jul 2022	Rev 2	A. Whitaker	A. Pullen	C. Schloss

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## 1. PURPOSE

This plan describes how Multicom will manage the Saint Elmo Project workforce to ensure equitable access to project employment and development of a skilled workforce to support the sustainable development of the McKinlay Shire Local Government Area (LGA) and the Project's broader economic catchment. <sup>1</sup> This includes strategies to support workforce participation in local community life.

The development of this plan is guided by the following:

- Saint Elmo Vanadium Project Social Impact Assessment (ERM 2020) (Appendix 7 of the Project Environmental Impact Statement (EIS));
- Section 3.2 of the Social Impact Assessment Guideline (DSDMIP 2018);
- Best practice based on other recent projects in Queensland;
- Findings from the Community Consultation and Social Chapters of the Project EIS
- Development of a Memorandum of Understanding with McKinlay Shire Council and the continued engagement with the Shire to understand their Social and Economic requirements and priorities and align these with Project strategies.

## 2. OBJECTIVES

The objectives of the Workforce Management Plan (WMP) include the following:

- Target local employment as a priority;
- Provide equitable access to Project employment for existing local residents, women, youth and Aboriginal and Torres Strait Islander people;
- Support the development of a skilled workforce through targeted training programs;
- Support workforce health and wellbeing;
- Support active workforce integration in the Julia Creek community; and
- Mitigate potential social impacts, such as disruption to community cohesion, particularly in Julia Creek.

## 3. SCOPE

This plan outlines:

- Roles and responsibilities;
- Workforce related project impacts and opportunities;
- Multicom's commitment to providing equitable access to Project employment;
- Multicom's commitment to the health and wellbeing of its workforce;
- Workforce Management activities during all phases of the Project; and
- Records, reporting and review requirements.

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<sup>1</sup> The area of potential economic impact associated with the import and export of materials by road and rail. This area extends along the corridor between Townsville and the Project site, through the LGAs of Mount Isa, Cloncurry, McKinlay, Richmond, Flinders, Charters Towers and Townsville.

## 4. DEFINITIONS AND ABBREVIATIONS

The following definitions and abbreviations are used in this plan.

DIDO	Drive in drive out
DSDILGP	Department of State Development, Infrastructure, Local Government and Planning
DSDSATSIP	Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
EAP	Employee Assistance Program
EIS	Environmental Impact Statement
GDP	Gross Domestic Product
LGA	Local government area
MCRES	Multicom – Saint Elmo Mine
SEIS	Supplementary Environmental Impact Statement
SIA	Social Impact Assessment
SSE	Site Senior Executive
SIMP	Social Impact Management Plan
WAV	Workforce Accommodation Village
WMP	Workforce Management Plan

## 5. ROLES AND RESPONSIBILITIES

Key roles and responsibilities are provided in Table 1.

**Table 1 – Key Roles and Responsibilities**

Role	Responsibilities
<b>Site Senior Executive (SSE) / Chief Operations Officer / Project General Manager</b>	<ul style="list-style-type: none"> <li>▪ Ensures sufficient resources are available to enable this WMP to be appropriately implemented</li> <li>▪ Reviews and updates this WMP</li> <li>▪ Participates in the implementation of this WMP, as required</li> <li>▪ Ensures the Project adheres to the WMP</li> <li>▪ Monitors and reviews the performance of the Mine (construction and operations phase) in relation to this WMP</li> </ul>

Role	Responsibilities
	<ul style="list-style-type: none"> <li>▪ Organises internal and external audits of this WMP and undertakes a revision to the WMP, where necessary</li> <li>▪ Oversees the non-compliance and any complaint-based investigations and develops a plan to avoid or mitigate potential similar future incidents</li> <li>▪ Identifies improvement opportunities in this WMP.</li> </ul>
<b>Contractor Management</b>	<ul style="list-style-type: none"> <li>▪ Complies with the requirements of this plan</li> <li>▪ Actively promotes the recruitment hierarchy within this WMP</li> <li>▪ Reports on the performance against this WMP</li> </ul>
<b>General site personnel (including contractors and subcontractors)</b>	<ul style="list-style-type: none"> <li>▪ Adheres to the management requirements outlined in this WMP</li> <li>▪ Undertakes training and inductions provided by the SSE</li> <li>▪ Reports any deviations from this WMP to their supervisor or the SSE.</li> </ul>

## 6. SUMMARY OF PROJECT IMPACTS AND OPPORTUNITIES

There are direct and indirect social and economic impacts and opportunities that have the potential to arise from the Project. These are summarised below.

### 6.1 Local and Regional Employment Creation

The Social Impact Assessment (SIA) found that the major employment industries in the McKinlay Shire LGA (which include agriculture, forestry and fishing, public administration and safety, mining and construction) all provide a potential pool of transferable skills for the Project. Similarly, the quantum of people in the secondary Study Area employed in the mining and construction industries make this area a potential direct pool of labour for the Project to draw on for its local and Drive-In-Drive-Out (DIDO) workforces.

This potential labour pool is reinforced by the occupations of residents of these areas - including Labourers, Technicians and Trades Workers and Machinery Operators and Drivers. Such occupations are highly relevant to the employment needs of the Project for construction, mining, maintenance and process operations.

Where possible, Multicom will source locals from the primary and secondary study areas where the labour skills match vacant positions required for any given time during mining construction / operations.

### 6.2 Aboriginal and Torres Strait Islander Employment and Training

The SIA also undertook analysis to understand the capacity of the Aboriginal and Torres Strait Islander population within the secondary Study Area, and their potential to participate in direct and indirect employment activities with the Project. Key findings were:

- Existing employed, unemployed or underemployed Aboriginal and Torres Strait Islander people across the region represent a possible source of employment capacity for the Project.
- Both Mt Isa Department of Aboriginal and Torres Strait Islander Partnerships (DATSIP) and regional training bodies confirmed that they have a database of suitably qualified people who are seeking employment opportunities.
- There are more than 200 Aboriginal and Torres Strait Islander people currently employed in the mining industry and more than 400 Aboriginal and Torres Strait Islander people currently employed

as machinery operators and drivers or technicians and trade workers within the secondary Study Area.

- This indicates a suitable pool of appropriately skilled and experienced workers are available within the greater region.
- The Project location in Julia Creek is not seen as a social or cultural barrier to employment.

Discussions with DSDSATSIP and Aboriginal and Torres Strait Islander training organisations in Cloncurry confirmed there are several existing employment programs aimed at providing increased training for school leavers and also supporting older workers to be job ready. These programs are already in use at neighbouring mines and processing plants and could be readily adapted to the Saint Elmo Project.

Multicom will make use of, and liaise with, the database that DSDSATSIP maintains as a tool to engage with potential local Aboriginal and Torres Strait Islander resources for the project. Where there is a potential for training to fill a knowledge void of any individual or group, Multicom will also consider applicants for upskilling where training programs are available for suitable candidates.

### 6.3 Workforce Impacts on Community Cohesion

Although the Project will prioritise the employment of local people, a large proportion of the Project workforce will be sourced from the surrounding communities. Some of these workers may have existing networks and connections within the Julia Creek community. However, it is recognized that some will be new to the area. The Project is also expected to attract new residents (i.e., those that relocate) to Julia Creek for employment. This mixture of workforce sourcing may result in social implications for the close-knit Julia Creek community if not appropriately managed. This includes the potential for disruption to community cohesion, sense of place and cultural identity.

It is anticipated that the highest potential level of impact will be during the construction phase due to the more transient nature of Project workers when compared to the operations workforce. The operations workforce will likely to be longer term and a greater proportion sourced from the regional communities of Mount Isa, Richmond and Cloncurry with existing networks in the region.

To manage workforce impacts on community cohesion, Multicom will provide for a range of work / life balance opportunities including the following:

- Roster arrangements that consider work / life balance will be implemented and may be adjusted during construction and operations phases. These arrangements will also be developed with consideration for community cohesion and impacts to the general workforce;
- Multicom will work with McKinlay Shire Council, and local real estate agents, to develop and maintain a register of available houses in Julia Creek and surrounding communities for potential use by operation phase personnel;
- Options for family relocations for permanent positions or DIDO and camp accommodation for locals in primary and secondary study areas that do not want to relocate will be considered;
- Purchasing and / or leasing of housing for project employees in primary and secondary study areas may be considered. Multicom will investigate these opportunities to use a percentage of existing vacant dwellings in Julia Creek and surrounding areas (for long-term operation phase full time equivalents);
- In the absence of available housing, investigate the potential for acquisition of land suitable for smaller-scale subdivision(s) and development of new dwellings in Julia Creek to accommodate the workforce (operations phase); and
- Multicom will also consider sponsoring community events that promote community cohesion. This may also assist with developing interest in locals who seek employment on the Project.

It is anticipated that housing the workforce in both residential and Project village accommodation will provide benefit to the Julia Creek community due to increased demand for goods and services that will contribute to local business and generating regional Gross Domestic Product (GDP).

A Project village is likely to provide a majority of the necessary accommodation for workers, both in construction and operations. This takes into consideration the limited availability of existing housing and the time to establish new housing or upgrade existing housing, in the short-medium term. Ensuring that the village is located within the town of Julia Creek will encourage integration into the community of those that reside in the village with those that reside in the town. It will also further enable those residing in the village to use the existing services of the town.

## 7. WORKFORCE MANAGEMENT STRATEGIES

This section outlines workforce management strategies designed to meet the objectives of the Plan and in response to the identified impact areas and Coordinator General conditions, as summarised in Table 2 below.

**Table 2 – Workforce Management Framework**

Impact Area	Commitments
<b>Local and Regional Employment Creation</b>	<ul style="list-style-type: none"> <li>▪ Multicom will have a recruitment hierarchy that prioritises local and regional recruitment from Julia Creek and Richmond and the secondary Study Area communities of Mount Isa, and Cloncurry</li> </ul>
<b>Development and Training</b>	<ul style="list-style-type: none"> <li>▪ The Project will provide training opportunities, specifically focussing on young people (16 – 25 years) and may include apprenticeships and the identification of tertiary pathways. This may include liaison with Link and Launch Program as well as boarding colleges to identify students who may want to transition from urban colleges to the Julia Creek district</li> <li>▪ Prior to Operations, Multicom will develop a detailed Training and Development Plan</li> <li>▪ Multicom will ensure its contractors provide reasonable opportunity for locals to gain necessary knowledge, skills and experience to be competitive in the labour market for the Project</li> </ul>
<b>Aboriginal and Torres Strait Islander Training and Employment</b>	<ul style="list-style-type: none"> <li>▪ Multicom will develop and implement an Aboriginal and Torres Strait Islander Training and Employment Plan for operations. This Plan will include details of any work readiness initiatives and may also include complimentary skill development for other community benefit i.e. fire training, spill response, handling dangerous goods etc. Multicom will liaise with DSDSATSIP on developing work readiness initiatives</li> <li>▪ Multicom will establish a target for Aboriginal and Torres Strait Islander employment on the Project</li> </ul>
<b>Workforce Health, Safety and Wellbeing</b>	<ul style="list-style-type: none"> <li>▪ Family friendly roster arrangements, for some aspects of the operation, where feasible</li> <li>▪ Develop and implement a Workforce Code of Conduct which applies to all employees of the Project</li> <li>▪ Develop a Healthy Workforce Plan</li> <li>▪ Buses will be utilised to transport people to and from the Project site to minimise local traffic and driver fatigue (Wave International 2018)</li> <li>▪ Additionally, bus transport will also be provided between Julia Creek and neighbouring regional centres such as Cloncurry, Richmond and Mount Isa at the end of shift rotations (Wave International 2018)</li> <li>▪ All construction workers who do not reside in Julia Creek will be accommodated in the Workforce Accommodation Village that will be constructed as part of the Project</li> </ul>

Impact Area	Commitments
Workforce Integration	<ul style="list-style-type: none"> <li>▪ Multicom will work with McKinlay Shire Council to provide a 'Welcoming and Community Integration Process' for new Julia Creek employees and families</li> </ul>

### 7.1 Recruitment

Multicom is committed to undertaking recruitment for the Project in accordance with its commitments made during the Environmental Impact Statement (EIS) and Supplementary Environmental Impact Statement (SEIS) approval process. In addition, when selecting Contractors engaged to work on the project, they will be required to align their recruitment process with this plan.

The main advertising platform to be used for all direct Multicom employees will be undertaken via Multicom’s public website available at: <https://mcrec.com.au> under the section 'Careers'.

This advertising platform will be communicated to local councils in primary and secondary study areas, DSDSATSIP and Aboriginal and Torres Strait Islander training organisations so that if they are contacted for information about available positions, they will be able to direct people directly to the website.

Positions will be uploaded onto the website and the website maintained to ensure the information is correct and current. This will ensure potential candidates can view vacant positions online as they are advertised in real time.

Other forms of recruitment advertising may be introduced however this will be determined based on demand and if other forms of advertising are not keeping up with the required supply of resources for the project.

Contractors and subcontractors may use other advertising platforms however they will be required to comply with the Recruitment Hierarchy detailed within this plan.

### 7.2 Recruitment Hierarchy

During both the construction and operations phases, the Project’s recruitment hierarchy will ensure equitable access to employment opportunities and prioritise recruitment of the following groups:

- Locals (Primary Study Area)
- Regional (Secondary Study Area)
- All genders
- Aboriginal and Torres Strait Islander persons

Recruitment will prioritise:

- 1) Julia Creek and McKinlay Shire residents who are within a commute time of one (1) hour;
- 2) Residents of Cloncurry, Richmond and Mount Isa who will require accommodation between shifts but who will be able to either DIDO or Bus-In Bus Out (BIBO) (to minimise traffic and fatigue) at the end of a shift rotation;
- 3) People from other regions who are willing to relocate to Julia Creek; and then
- 4) FIFO for workers who cannot be sourced from any of the above.



It is anticipated that 75 percent of the workforce will be able to be sourced from options 1, 2 and 3, and 25 percent sourced from outside the Economic Catchment (AEC 2020).

The Project will also set appropriate diversity employment targets prior to the commencement of operations.

Provisions to support this recruitment hierarchy include:

- Providing workshop briefings for interested residents in Julia Creek, Richmond, Cloncurry and Mount Isa prior to the commencement of construction and operations to learn about the Project and register for contact;
- Utilising the networks of the Northwest Chamber of Commerce, MITEZ, DSDILGP Mount Isa to promote contracting and employment opportunities;
- Requiring all Principal Contractors to report on their local and diversity employment statistics;
- Developing a recruitment policy, using the identified sourcing estimates as goals for local and regional employment, attraction of “new local” personnel, female participation and Aboriginal and Torres Strait Islander participation; and
- Working with McKinlay Council to publish an information pack including a profile of local communities to support “new local” (i.e. relocated) employees to understand the amenity, services and housing options on offer.

### 7.2.1 Contractor Requirements

Primary Contractors engaged on the project will be required to commit to and meet the recruitment hierarchy requirements of this plan as detailed in section 5.1.1. Monthly contractor reports supplied to Multicom will be required to accurately report on their local and diversity employment statistics as per Section 6.

## 7.3 Workforce Development and Training

Multicom is committed to training and developing its workforce to ensure that employees can undertake their work tasks confidently, safely and efficiently. This includes establishing a workplace culture that respects and values the skills, experiences and perspectives of Aboriginal and Torres Strait Islander employees as this is essential for improving Indigenous employment outcomes within Multicom.

There are several different formats of training that will be delivered during the course of the project. These are discussed below.

Mandatory training will include the Project Induction which is to be successfully completed by all workers before commencing work on the project. The induction will cover all the safety, legal, environmental, cultural heritage, quality, site rules and all other relevant items specific to the Saint Elmo project. This induction will be available via Multicom’s public website available at: <https://mcrec.com.au/> under the section ‘Training’. A specific log in will be provided to each individual to ensure that exam results can be attributed to each individual that successfully completes the induction.

Toolbox training talks are targeted training programs to be delivered in person on site as and when required. These are usually targeted to specific teams or in response to an incident that may have occurred on site.

Additional training and development may include apprenticeships and identification of tertiary pathways, particularly those which will allow children of local residents to remain in the area or return following the completion of their tertiary education.

There are also specific training programs for statutory metalliferous mining positions as determined by the Mining Safety and Health Advisory Committee. Multicom will consider upskilling the local workforce where there is an interest to do so and a mutual benefit between the individual and Multicom.

Prior to Operations, Multicom will develop a detailed Training Scheme Plan tailored to the specific requirements of the Operational phase of the project and the applicable legislation and best practice guidelines at that time. The Training and Develop Plan will include partnerships with regional providers such as Cloncurry or Mount Isa TAFE, DSDMIP Mount Isa and local Aboriginal and Torres Strait Islander training organisations, to deliver appropriate training programs on behalf of the Project.

## **7.4 Aboriginal and Torres Strait Islander Training and Employment Plan**

To support employment opportunities for Aboriginal and Torres Strait Islander people, Multicom will work with the Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships (DSDSATSIP), local Aboriginal and Torres Strait Islander training organisations and where possible Traditional Owners to develop a detailed Aboriginal and Torres Strait Islander training and employment plan ready for the operations phase of the mine. This Plan will include Cultural Capability awareness factoring in cultural sensitivity, awareness, competence and safety. Multicom have established a target for Aboriginal and Torres Strait Islander employment on the Project of four percent (4%) of the total workforce, as agreed in Consultation with the Department of Seniors, Disability Services, and Aboriginal and Torres Strait Islander Partnerships. Both direct employment and indirect employment (through Indigenous businesses) will be targeted as part of Multicom's commitment to engaging with Aboriginal and Torres Strait Islander peoples.

Local Indigenous businesses will have access to contract opportunities for the life of the Project. Indigenous businesses will be required to operate on competitive terms to win contracts without reliance on special arrangements. Indigenous businesses will be given as much advance notice as possible for advertised tenders to ensure they are provided with adequate time in a bid to support joint ventures between local Indigenous businesses and/or existing established contactors.

Multicom is developing processes to ensure interested Aboriginal and Torres Strait Islander people in the project area are employment ready for Saint Elmo and other industry projects. This will include pre-employment training for potential job candidates, targeting work orientation and constraints, as well as the required skill sets, and directly linked to employment outcomes. In addition to pre-employment training for participants, Multicom is committed to one-on-one mentoring with contractors to support

them in taking on Aboriginal and Torres Strait Islander applicants. Multicom will also consider reserving certain positions for Aboriginal and Torres Strait Islander applications (known as 'identified positions') where there is a potential local resource pool that can match the position requirements.

In addition to pre-employment training for participants and one on one mentoring, Multicom is committed to the following:

- Maintaining open, honest and transparent communication with Aboriginal and Torres Strait Islander people;
- Engaging early and ensuring timeframes allow for building genuine, long-term relationships
- Upon successful completion of training, merit-based employment opportunities for Aboriginal and Torres Strait Islander people;
- Cost effective strategies via maximising the use and leverage of existing systems and service providers;
- Contractors supported to recruit and retain Aboriginal and Torres Strait Islander workers; and
- Aboriginal and Torres Strait Islander workers supported in pre-employment personal development and on-going support via one-on-one mentors. The selection of mentors will consider the challenges of inter-family hierarchy i.e. it is recognised that there may be challenges associated with nephews giving instructions to uncles.

### 7.5 Safe and Healthy Workforce

Multicom is committed to promoting worker health, safety and wellbeing and considers this fundamental to Project success. Promoting a positive, inclusive, and safety-oriented culture within the workforce will assist people in staying safe and healthy both physically and mentally and in compliance with all mine safety and health legislation.

Prior to commencing operations, Multicom will work with key stakeholder to develop the Healthy Workforce Plan. In the interim, several processes and programs have been developed to assist with maintaining a safe and healthy workforce. These are described below.

Family friendly roster arrangements will be in place during the construction and operations phase of the Project. Multicom understands that some rosters do not suit all individuals. Therefore, where necessary, Multicom will undertake risk assessments against the Guidance Note for Fatigue Management Risk Management (published by the Queensland Government) and consider alternative rosters on a case-by-case basis.

Buses will be utilised to transport people to and from the Project site to minimise local traffic and driver fatigue.

Bus transport will be provided between Julia Creek and neighbouring regional centres such as Cloncurry, Richmond and Mount Isa at the end of shift rotations.

All workers on site will be required to have a current Health Assessment and Respiratory Health Surveillance Medical Examination as per the Mining and Quarrying Safety and Health Act 1999 and Multicom's Policy for Personnel On-boarding for On-Lease Workers.

All workers are required to undertake a drug and alcohol screen within 14 working days from successfully completing the project induction. Random drug and alcohol screens may be undertaken at the SSE's discretion or in response to any incident that occurs on site. All persons undertaking drug and alcohol screens will be appropriately training and experienced. Worker's privacy will always be maintained during drug and alcohol screening.

Within the Workforce Accommodation Village (WAV), the Company will consider the inclusion of a fully serviced gymnasium as well an inground pool. Opening hours will be restricted to ensure no disturbance to the workforce during the late evening and during the night. Where it is determined to be unfeasible to supply these facilities within the WAV, the Company will liaise with Council to provide the workforce with access to facilities already available in the Shire and consider necessary upgrades to these facilities to support the increase in patronage.

Healthy lifestyle information / paraphernalia will be available and displayed for workers to read and make use of at the WAV. Catering services at the WAV will also be contractually required to provide healthy food and drink options to ensure that workers are able to select healthy options while staying at the WAV.

During construction and operations, the Project will have an on-site medic available to assist in all medical emergencies and non-emergencies as required.

Multicom will also subscribe to an Employee Assistance Program (EAP) for the duration of the Project. This is a confidential Counselling service and will be available to all workers and workers' families on a 24-hour hotline. Contact details for the EAP will be displayed throughout the WAP and access to this service will be free of charge.

### **7.6 Welcoming and Community Integration Process**

Multicom recognise that Julia Creek has an active and vibrant community, with many associations including Julia Creek Pony Club, Julia Creek Campdraft Association, Julia Creek Sporting Shooters Association, Julia Creek Swimming Club and a local gym. The Indoor Sports Centre and Kev Bannah oval are utilised for people to participate in touch football, tennis, netball, basketball, indoor cricket, volleyball and indoor soccer just to name a few.

Multicom will work with McKinlay Shire Council to provide a 'Welcoming and Community Integration Process' for new Julia Creek employees and families to become involved in the community, including through a volunteering program.

Multicom anticipate publishing a handbook or short film in collaboration with the Council to provide to all new residents of Julia Creek who relocate to the township to work at Saint Elmo. The handbook will include information on all available community services (childcare), sporting facilities, tourist information, contact details and other important information on the region.

Multicom aims to foster a family friendly working environment, with many employees able to return to their homes at the end of each shift, or for regional employees the end of each swing.

To support this, the Project will work with local service providers which will be required to provide childcare services while parents are at work. The Project will undertake the following:

- Keep service providers (children care and schools) updated on likely workforce and local settlements on a quarterly basis during construction and six (6) monthly basis once operations commence;
- Consult with all recruits when they are offered employment to identify any childcare needs and refer them to local services

**7.7 Workforce Code of Conduct**

Multicom will display the workforce Code of Conduct throughout the WAV. The Code of Conduct will also be included within the Project Induction. All workers will be required to subscribe to the requirements of the Workforce Code of Conduct.

The Workforce Code of Conduct will include expected standards of behaviour inclusive for those who reside in Julia Creek given they are representatives of the Project.

Failure to meet the standards of the Code of Conduct can result in disciplinary action including dismissal.

**8. MONITORING AND REPORTING**

Multicom and their contractors are required to report on each item listed below in Table 3 at the stated frequency while engaged to work on the Project. Multicom will provide its Contractors with a reporting template aligned with Table 3 to ensure there is consistent and accurate data being provided.

**Table 3 – Workforce Management – Monitoring and Reporting Framework**

Key Performance Indicators	Data Source	Reporting Frequency	Who
Training / Development programs delivered	Training Records	Monthly, Pre and during construction	Multicom / Contractors
Health and Safety Strategies implemented	Description of strategy Implemented	Monthly, Pre and during construction	Multicom / Contractors
Number of employees from McKinlay Shire	Project Employment Records	Monthly, Pre and during construction	Multicom / Contractors
Number of employees from Richmond, Cloncurry, Flinders and Mount Isa Shires	Project Employment Records	Monthly, Pre and during operations	Multicom / Contractors

Key Performance Indicators	Data Source	Reporting Frequency	Who
Number of employees moving to Julia Creek	Project Employment Records	Monthly, Pre and during operations	Multicom / Contractors
Number of employees on FIFO	Project Employment Records	Monthly, Pre and during operations	Multicom / Contractors
4 % of employees are of Aboriginal and Torres Strait Islander people background	Project Employment Records	Monthly, Pre and during operations	Multicom / Contractors
Number of Aboriginal and Torres Strait Islander people receiving relevant training	Training Records	Monthly, Pre and during operations	Multicom / Contractors
Percent of female employees	Project Employment Records	Monthly, Pre and during operations	Multicom / Contractors
Number of students per teacher at schools	School Records	Quarterly during construction	Multicom
Availability of childcare	Childcare Records	6 monthly during operations	Multicom
Record involvement of Project employees in local community organisations and events	Personal Communications	6 monthly during operations	Multicom
Number of breaches of code of conduct	Human Resources Records	Quarterly during construction 6 monthly during operations	Multicom
Number of uses of healthcare services and employee assistance programs provided by Multicom	Site Medic Records EAP participation Rates	Quarterly during construction 6 monthly during operations	Multicom
Number of doctors per patient at local healthcare facilities	Healthcare facility Records	Quarterly during construction 6 monthly during operations	Multicom
Locally based healthy workforce	Employment diversity data Community engagement survey Complaints	Annual Public Report	Multicom

## 9. REFERENCES AND RELATED DOCUMENTS

- <https://mcrec.com.au>
- Saint Elmo Vanadium Project Social Impact Assessment (ERM 2020) (Appendix 7 of the Project Environmental Impact Statement (EIS));
- Section 3.2 of the Social Impact Assessment Guideline (DSDMIP 2018);
- Findings from the Community Consultation and Social Chapters of the Project EIS