



4. Draft Social Impact Management Plan

This section provides a summary of the social impact management plan developed for the Project, incorporating the Mine and Rail aspects. The social impact management plan has been developed in accordance with the requirements of the Terms of Reference (ToR) and a table cross-referencing these requirements is provided in Volume 4 Appendix C ToR Cross Reference Table. A detailed management plan is included in Volume 4 Appendix G Social Impact Management Plan.

4.1 Introduction

As part of the Environmental Impact Statement (EIS) for the Project, Adani undertook a robust social impact assessment. The purpose of the social impact assessment was to identify social benefits and impacts and their significance arising from the Project's activities. Impact identification, stakeholder engagement and expert advice assisted in developing the mitigation strategies. These matters are detailed in the Social Impact Management Plan (SIMP) which is in EIS Volume 4 Appendix G Social Impact Management Plan.

The purpose of the SIMP is to:

- ▶ Describe Adani's impact management activities and commitments to minimise negative social impacts and enhance identified benefits to communities and other stakeholders
- ▶ Describe the mechanisms to monitor these impacts and adjust mitigation strategies and action plans
- ▶ Identify and establish stakeholder partnerships to develop and implement the mitigation strategies throughout the life of the Project
- ▶ Determine a timeframe for the development and implementation of the management strategies
- ▶ Provide guidance to Adani's future social performance activities.

This Section provides a summary of the SIMP.

4.2 Social Impact Management Plan Methodology

An overview of the SIMP methodology for this Project is graphically represented in Figure 4-1. The SIMP is based on rigorous and methodical foundations of the Social Impact Assessment (SIA) process (refer to SIA Report in the EIS Volume 4, Appendix F). The SIA process identified and prioritised impacts and proposed a set of preliminary mitigations through consultations with the Social Impact Assessment Unit (SIAU), local government, state agencies, communities and service providers. Specific engagement about the SIMP was undertaken:

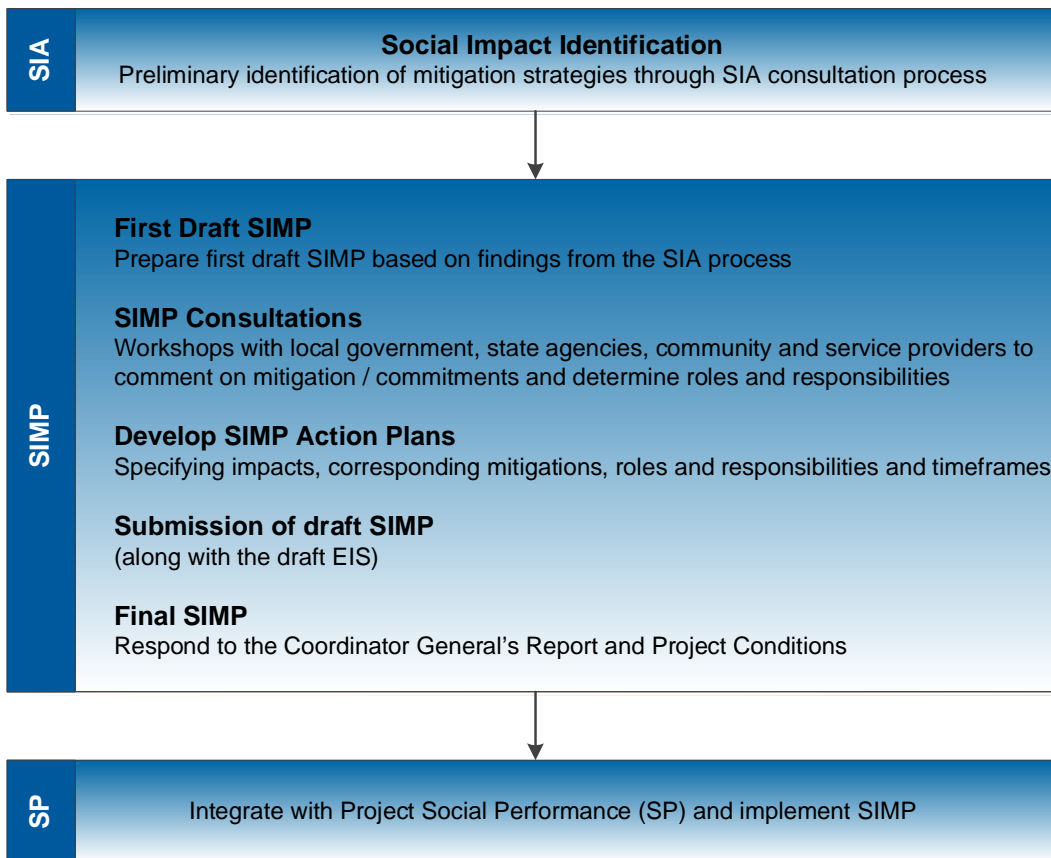
- ▶ By Adani's technical teams, which included ongoing discussions and a workshop to identify mitigation strategies and possible commitments.
- ▶ Through workshops held with local government, State agencies, communities and service providers to comment on mitigation strategies developed for the Project. The objective of the workshops was to determine roles and responsibilities and future actions particularly where specific mitigations are not developed.



Based on the outcomes of the workshops, Action Plans were developed for each of the priority impact areas and compiled into the draft SIMP report.

The SIMP is developed for a 10 year rolling period, which is to be updated on an annual basis. Every 10 years, the SIMP will be reviewed in its entirety. The 10 year rolling period was determined on the basis that it is not practical to develop management strategies over the approximate 90 year life of the mine.

Figure 4-1 Overview of the SIMP Methodology



4.3 Stakeholder Engagement

The SIMP is based on outcomes from the SIA and the stakeholder engagement process undertaken therewith. Stakeholder engagement included project wide consultation as well as specific stakeholder consultation initiatives relevant to the SIMP. Stakeholder consultation activities will continue throughout the life of the Project to ensure due consideration of all project-related opportunities and concerns. These will be achieved through the following initiatives:

- ▶ Putting in place a stakeholder management team with responsibilities for responding to community concerns and implementing stakeholder communication
- ▶ Developing a project consultation strategy including a communication plan detailing mechanisms for keeping the community informed regarding the Project and providing avenues for the community to provide feedback. This may include tools such as a project website, regular newsletters, toll-free project number and project email account



- ▶ Participation in the Clermont Preferred Futures Group
- ▶ Developing and maintaining a dispute resolution mechanism
- ▶ Developing and maintaining a stakeholder database for recording stakeholder complaints, issues, concerns, feedback and responses.

4.4 Potential Social Impacts

Potential social impacts are identified in the SIA. The significance of each impact was assessed using a risk matrix as shown in Table 4-1, taking into consideration the likelihood and consequence (L/C) of impacts, feedback from stakeholder groups, duration of the impact, spatial extent of the impact and stakeholder importance of the impact. The risk ratings are based on experience from applications of previous similar assessments. Impacts of the Project (Mine) and Project (Rail) have been considered jointly (i.e., cumulatively).

Social impacts and their significance were identified based on the Project information at the time of writing the SIA report and take into consideration the information provided by landholders, feedback during the EIA public consultation process, regional councils and comparative studies.

Table 4-1 Assessment of Likelihood and Consequence of Identified Social Impacts

Likelihood of social Impact	Consequence of Social Impact				
	1 = Insignificant	2 = Minor	3 = Moderate	4 = Major	5 = Extreme
6 = Almost Certain	Medium	Medium	High	Excessive	Excessive
5 = Very Likely	Low	Medium	High	High	Excessive
4 = Likely	Low	Low	Medium	High	Excessive
3 = Possible	Negligible	Low	Medium	High	High
2 = Unlikely	Negligible	Low	Low	Medium	High
1 = Very Unlikely	Negligible	Negligible	Low	Medium	Medium

Table 4-2 provides a summary of the potential social impacts identified as part of the SIA. Following the identification of potential impacts, management and mitigation measures were developed. The implementation of these measures has been taken into consideration in determining a residual or mitigated impact level.



Table 4-2 Summary of Potential Mitigated Social Impacts

Impact	Timing / Project Phase	Status of Impact	Unmitigated L/C Rating	Impacted Party	Mitigated L/C Rating
Housing and Accommodation					
Mine					
Higher cost of living in Clermont as a result of higher housing prices, rental prices as workers in support industries seek to reside in the local community	Construction and Operation	Negative	Medium	Local and district communities, and smaller centres in the regional area	Low
Workforce Management					
Mine					
Physical and mental health isolation, separation from families, etc)	Construction and Operation	Negative	Medium	Workforce	Low
Impacts on families in source communities through separation	Construction and Operation	Negative	Medium	Workforce and families	Low
Rail					
Physical and mental health isolation, separation from families, etc)	Construction and Operation	Negative	Medium	Workforce	Low
Impacts on families in source communities	Construction and Operation	Negative	Medium	Workforce and families	Low
Economic Growth and Regional Development					
Mine					
Employment, apprenticeships, training associated with local businesses to attract and retain people within the local community working for local businesses.	Construction and operation	Positive	High	Local community	High
Provision of goods and services to the project from local businesses in Clermont increasing the ability of local business to remain stable or grow	Construction and operation	Positive	Medium	Local community	Medium
Providing employment and training opportunities for Indigenous people	Construction and operation	Positive	Medium	Indigenous community	Medium
Development of the local, district and parts of the wider regional area through Royalties for the Region	Operation	Positive	High	Local, district and parts of the regional community	High



Impact	Timing / Project Phase	Status of Impact	Unmitigated L/C Rating	Impacted Party	Mitigated L/C Rating
People move from being employed in local business into the mining sector reducing the ability of local business to meet demands for goods and services.	Construction and operation	Negative	Medium	Local community	Low
Rail					
Employment, apprenticeships, training within local businesses in Clermont and Moranbah supplying the rail construction	Construction	Positive	High	Local community	High
Provision of goods and services to the project from local businesses in Clermont increasing the ability of local business to remain stable or grow	Construction	Positive	Medium	Local community	Medium
Providing employment and training opportunities for Indigenous people	Construction and operation	Positive	Medium	Indigenous community	Medium
People move from being employed in local business to take advantage of potential higher paid construction work reducing the ability of local business to meet demands for goods and services	Construction	Negative	Medium	Local community	Low (no DIDO)
Roads, Traffic and Safety					
Mine					
Traffic disruption along the Gregory Development Road and Flinders Highway (from Townsville), Peak Downs Highway (from Mackay), during construction	Construction	Negative	Medium	Road users	Medium
Increased traffic on the Gregory Development Road, including safety of tourist traffic not familiar with large heavy vehicles on narrow roads	Operation	Negative	Medium	Road users	Medium
Increased maintenance requirements on local and state roads as a result of mine construction and operation	Construction and operation	Negative	Medium	Road users, Council and Transport and Main Roads	Low



Impact	Timing / Project Phase	Status of Impact	Unmitigated L/C Rating	Impacted Party	Mitigated L/C Rating
Rail					
Traffic disruption along the Gregory Development Road and Flinders Highway (from Townsville), Peak Downs Highway (from Mackay), during construction	Construction	Negative	Medium	Road users	Medium
Delays to traffic, including emergency services as a result of level crossings along the rail corridor	Operation	Negative	Medium	Road users	Low
Landholder and Amenity Impacts					
Mine					
Changes to the living environment from increased noise and dust and reduced visual amenity.	Construction and operation	Negative	Medium	Landholders	Low (bought property)
Disruption to cattle operations and increased labour requirements	Construction and operation	Negative	Medium	Landholders	Low (landholder agreements in place)
Rail					
Changes to the living environment from increased noise and dust and reduced visual amenity	Construction and operation	Negative	Medium	Landholders	Low (design located away from homesteads)
Changes to the natural environment from changes to overland flow paths with potential for increased ponding	Construction and operation	Negative	Medium	Landholders	Low
Disruption to cattle operations and increased labour requirements.	Construction and operation	Negative	Medium	Landholders	Medium
Increased fire risk along the rail corridor.	Construction and operation	Negative	High	Landholders	Medium
Impacts on Social Services and Infrastructure					
Mine					
Increased demands on emergency services, including police, as well as health and education services as a result of an increased population at the mine site.	Construction and operation	Negative	Medium	Government agencies and services	Low



Impact	Timing / Project Phase	Status of Impact	Unmitigated L/C Rating	Impacted Party	Mitigated L/C Rating
Increased demands on social services to respond to the needs of the FIFO population.	Construction and operation	Negative	Medium	Service providers in the local community as well as source communities	Low
Rail					
Increased demands on emergency services, including police, as well as health and education services as a result of populations in construction camps	Construction	Negative	Medium	Government agencies and services	Low
Increased demands on social services to respond to the needs of construction workers	Construction	Negative	Medium	Service providers in the local community as well as source communities	Low
Impacts on Community Values					
Mine					
Increased crime and antisocial behaviour within the local communities from the FIFO workforce.	Construction and operation	Negative	Low	Local communities	Low
Rail					
Increased crime and antisocial behaviour within the local communities from the FIFO workforce.	Construction	Negative	Low	Local communities	Low

4.5 Action Plans

To address the social impacts described in Section 4.5, a series of draft action plans have been, and continue to be developed as outlined following. Action plans have been prepared as follows:

- ▶ Project design
- ▶ Landholder agreements and land management
- ▶ Housing and accommodation
- ▶ Workforce management
- ▶ Local industry participation
- ▶ Community health and safety
- ▶ Emergency service planning and consultation



- ▶ Community development
- ▶ Stakeholder engagement.

The detailed action plans, along with monitoring and reporting mechanisms are included in the SIMP contained in EIS Volume 4, Appendix G. The following provides a list of the mitigation approach within each of the plans.

Project design

- ▶ Alignment of the rail corridor to follow property boundaries as far as practicable
- ▶ Optimisation of the rail corridor, temporary construction areas and off-site mine infrastructure to avoid dwellings, other farm buildings, stock yards and other farm infrastructure wherever possible
- ▶ Grade separation between rail and existing roads at Gregory Development Road, Kilcummin Diamond Downs Road, Amaroo Road and Avon Road.
- ▶ Railway design to manage stream and overland flows such that ponding and exacerbation of flooding is controlled.
- ▶ Fencing of the alignment
- ▶ Stock and occupational crossings as negotiated with landholders
- ▶ Upgrade of Carmichael Moray Road and intersection with Gregory Developmental Road
- ▶ Construction access routes to minimise impacts on local road users.

Landholder agreements and land management

- ▶ Land access protocols
- ▶ Statutory requirements in relation to land acquisition and compensation are followed
- ▶ Close consultation with landholders regarding project design measures to minimise impacts
- ▶ Ongoing program of landholder liaison during construction and operation in Stakeholder Engagement Strategy
- ▶ Fire and dust management programs.

Housing and accommodation

- ▶ Provision of accommodation in villages for all construction and operation workers
- ▶ All mine workers resident in worker accommodation village while on roster
- ▶ Membership of the Clermont Preferred Futures Group and the Isaac Affordable Housing Trust
- ▶ Additional measures if impacts attributable to the project are identified.

Workforce management

- ▶ A code of conduct will be in place with clear consequences for employees and contractors if the code is not followed
- ▶ All construction and operation workers to be accommodated in worker accommodation villages
- ▶ A recruitment, education and training plan will be developed addressing skill shortages and under-represented groups



- ▶ Local and regional recruitment and training providers will be approached in relation to recruitment and training
- ▶ Requirements of the Coal Mining (Safety and Health) Act 1999 and Work Health and Safety Act 2011 will be strictly adhered to.
- ▶ Health and safety plans will include a wellbeing program.

Local industry participation

- ▶ Prepare a Local Industry Participation Plan (LIPP) in accordance with the Local Industry Policy – a fair go for local industry and associated Guidelines.
- ▶ Collaborate with Central Highlands, Isaac and Charters Towers Regional Councils, Clermont Preferred Futures Group, and local businesses in conjunction with Office of Advanced Manufacturing and the Industry Capability Network in developing the LIPP.

Community health and safety

- ▶ Design measures including fencing of the railway, grade separation of all but minor road crossings and provision of occupational and stock crossings for landholders
- ▶ Adherence to Australian standards and all legislative requirements in relation to safe operation of the rail component
- ▶ Preparation and implementation of traffic management plans in consultation with Queensland Department of Transport and Main Roads, Isaac Regional Council and emergency service providers
- ▶ Communication with road users regarding potential traffic changes and delays
- ▶ Road and intersection upgrades as required to address increased traffic volumes
- ▶ Stock routes managed through agreement with landholders and Department of Natural Resources and Mines.

Emergency services planning and consultation

- ▶ Initial and ongoing consultation with Queensland Ambulance Service, Queensland Fire and Rescue Service and Queensland Police Service in relation to emergency response planning
- ▶ Involvement of emergency services in the development of the site emergency management plan, including evacuation procedures, collaboration between site and emergency services personnel, patient transport and emergency response.
- ▶ Provision of information regarding workforce size, activities being undertaken and emergency response services and facilities at the mine site
- ▶ Ongoing consultation and information updates
- ▶ Making resources available to emergency service providers when at the mine site, ranging from office space to use of equipment.
- ▶ Registration of the proposed airstrip with the RFDS.



Community development

- ▶ Establish a community fund providing financial support targeting community activities, capacity and services.
- ▶ Work collaboratively with Isaac Regional Council and other representative bodies, including the Clermont Preferred Futures Group to provide strategic direction and investment for whole community benefit.
- ▶ Work with Clermont Preferred Futures Group and Isaac Regional Council to track demographic changes and any related impacts on housing or services that may be attributable to the Carmichael Coal project.
- ▶ Where adverse impacts appear to have occurred, Adani will develop responses in collaboration with the relevant stakeholders.

Stakeholder engagement

A stakeholder engagement strategy is being developed with a view to establish and maintain a social licence to operate where the community respects and trusts Adani through:

- ▶ Building awareness, understanding, and acceptance of the project by community stakeholders to avoid and/or minimise their dissatisfaction
- ▶ Establishing and maintaining community partnerships that benefit a range of stakeholders
- ▶ Enhancing Adani's understanding of stakeholder needs, issues and expectations.

The strategy will focus on developing and maintaining partnerships as Adani will be a member of the Isaac and wider community for many years.

4.6 SIMP Monitoring and Reporting

The draft action plans outline preliminary performance indicators and an approach to monitoring and reporting for the mitigation strategies. A more detailed monitoring program will be developed in consultation with the key stakeholders during the finalisation of the SIMP. The key objectives of the monitoring program will be to:

- ▶ Demonstrate compliance with the EIS and SIMP commitments
- ▶ Track the identified impacts and the delivery of their mitigation strategies
- ▶ Identify new impacts arising from changing conditions and develop responses
- ▶ Enable regular stakeholder contact and feedback.

To facilitate the monitoring process, various reporting mechanisms will be put in place such as:

- ▶ Quarterly newsletters for the community and stakeholders
- ▶ Reporting on a regular basis to the Clermont Preferred Futures Group
- ▶ Reporting to the SIAU
- ▶ Internal reporting by Adani on a monthly and annual basis.



4.7 Summary of Potential Impacts and Mitigation Strategies

A summary of the relationship between the impacts and mitigation measures is presented in Table 4-3. As shown in the table, the mitigation measures have been developed to address more than one impact and in further developing these measures, collaboration with a number of agencies is taking place, and needs to take place going forward. Further detail on each of the mitigation measures is in EIS Volume 4, Appendix G.

Table 4-3 Summary of Potential Impacts and Mitigation Strategies

Impacts	Mitigation Strategies										
	Project design	Landholder agreements and land management	Stakeholder Engagement	Housing and accommodation	Workforce management - behaviour	Workforce management – recruitment, education and training	Workforce Management Health, Safety and Wellbeing	Local Industry Participation Plan	Community health and safety	Emergency services planning and Consultation	Community Development
Housing and Accommodation											
Increased cost of housing			✓	✓				✓			✓
Workforce Management											
Physical and mental health isolation, separation from families, etc)						✓	✓				
Impacts on families in source communities							✓				
Economic Growth and Regional Development											
Employment, apprenticeships, training			✓			✓	✓	✓			
Local business supply of goods and services			✓	✓				✓			
Retention of staff in local businesses			✓				✓	✓			
Indigenous employment			✓			✓	✓	✓			✓
Community Health, Safety and Security											
Road, Traffic and Safety											
Traffic disruption during construction	✓	✓	✓						✓	✓	
Increased traffic during construction and operation	✓	✓	✓						✓	✓	



Impacts	Mitigation Strategies										
	Project design	Landholder agreements and land management	Stakeholder Engagement	Housing and accommodation	Workforce management - behaviour	Workforce management - recruitment, education and training	Workforce Management Health, Safety and Wellbeing	Local Industry Participation Plan	Community health and safety	Emergency services planning and Consultation	Community Development
Increased maintenance requirements for roads	✓		✓								✓
Delays to emergency services at rail crossings	✓		✓						✓	✓	
Landholder and Amenity											
Increased noise and dust and reduced visual amenity	✓	✓	✓								
Changes to overland flow paths and increased flooding	✓	✓	✓								
Disruption to cattle operations and increased labour requirements	✓	✓	✓								
Increased fire risk along the rail corridor	✓	✓	✓							✓	
Social Infrastructure and Services											
Increased demands on emergency services, health and education			✓				✓			✓	✓
Increased demands on social services			✓	✓			✓				✓
Community Values and Change											
Increased crime and antisocial behaviour			✓		✓						✓

Page intentionally left blank.