

# Social issues action plans **AC**

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# **Gas Field Development Project Environmental Impact Statement**

## **Appendix AC: Social issues action plans**

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# 1 Introduction

Santos GLNG has identified strategies to avoid, minimise and where required mitigate or enhance potential social impacts of the Gas Field Development Project (the GFD Project). These strategies are based on the outcomes of the social impact assessment (SIA) and stakeholder engagement program undertaken for the GFD Project environment impact statement (EIS).

As described in section 5.6 of the *Terms of reference (ToR) for an environmental impact statement* (Department of State Development, Infrastructure and Planning, 2012), Santos GLNG is not required to develop a social impact management plan (SIMP) for the GFD Project. Rather, as the GFD Project is an extension and continuation of the Gladstone Liquefied Natural Gas Project (GLNG Project), the existing GLNG SIMP<sup>1</sup> will be supplemented by the following issues action plans.

The Issues action plans are aligned with the categories described in section 5.6 of the ToR. This relationship is detailed in Table 1-1.

**Table 1-1 Issues action plans and Terms of reference requirements**

Issues action component	ToR requirement (section 5.6)
Water and the environment	Not applicable
Community safety	Workforce management
Social infrastructure	Workforce management Community health and wellbeing Housing and accommodation
Community wellbeing and liveability	Stakeholder engagement Community health and wellbeing
Local industry participation and training	Local industry participation
Aboriginal engagement and participation	All

## 1.1 Structure

Each action plan follows the same structure and contains the following sections:

- A series of **commitments** made by Santos GLNG to key stakeholders
- **Outcomes sought** or the objectives of each Issues action plans
- **Key stakeholders** to be engaged
- A summary **description of all impacts** documented in the SIA, including those assessed as low
- Specific **actions** to be undertaken to achieve the Issues action plan objectives, including responsibilities and timeframes. Management actions only relate to social impacts assessed as medium-high prior to mitigation in the SIA.

The Issues action plans are supported by Santos GLNG’s existing framework to monitor the progress and effectiveness of their implementation and foster continuous improvement.

## 1.2 Stakeholder engagement

Santos GLNG engaged extensively with key stakeholders including landholders, communities, local and State government and key interest groups to develop the SIA and the Issues action plans.

<sup>1</sup> SIMP and Annual Reports available at: <http://www.santosglng.com/community/managing-social-impacts.aspx>

Santos GLNG will continue to engage with the community and other stakeholders throughout the life of the GFD Project. The key stakeholders relative to each issues action plan are outlined in Table 1-2.

**Table 1-2 Key stakeholders - GFD Project Social Issues action plans**

Key stakeholders	Water & environment	Community safety	Social infrastructure	Community wellbeing & liveability	Local industry participation & training	Aboriginal engagement & participation
Maranoa Regional Council	✓	✓	✓	✓	✓	✓
Central Highlands Regional Council	✓	✓	✓	✓	✓	✓
Banana Shire Council	✓	✓	✓	✓	✓	✓
Western Downs Regional Council	✓	✓	✓	✓	✓	✓
Queensland Government Social Policy Working Group		✓	✓	✓	✓	✓
Department of State Development, Infrastructure and Planning (DSDIP)/ Office of the Coordinator General	✓	✓	✓	✓	✓	✓
Department of Transport and Main Roads (DTMR)		✓				
Department of Environment and Heritage Protection (EHP)	✓					
Department of Housing and Public Works (HPW)			✓	✓		✓
Department of Education, Training and Employment (DETE)					✓	✓
Department of Community Services (DCS)			✓	✓		✓
Department of Aboriginal Torres Strait Islander, Multicultural Affairs (DATSIMA)						✓
Office of Groundwater Impact Assessment (OGIA)	✓					
Joint Maranoa Regional Community Consultative Committee (JMRCCC) and other community forums established	✓	✓	✓	✓	✓	✓
Water Working Group (WWG)	✓					
Chambers of commerce and development corporations					✓	
Roma Interagency Group		✓	✓	✓		✓
Emergency Services Working Group		✓				
Roma Training Reference Group					✓	
Local Hospital and Health Service			✓	✓		
Medicare Local			✓	✓		
Gas Fields Commission and Community Leaders Councils	✓	✓	✓	✓	✓	
Queensland Murray Darling Committee (QMDC)	✓					
Fitzroy Basin Association (FBA)	✓					
AgForce	✓			✓		
Local schools		✓				✓

## 2 Water and environment

### 2.1 Introduction

<b>Commitments</b>	<p>Santos GLNG is committed to comprehensive and sustainable water and environmental management strategies that focus on developing long-term opportunities to benefit local communities and environment.</p> <p>Santos GLNG is committed to:</p> <ul style="list-style-type: none"> <li>• Minimising our environmental footprint</li> <li>• The beneficial reuse of water and the protection of water resources</li> <li>• Monitoring our performance, meeting reporting requirements and identifying any issues early so they can be managed.</li> </ul>
<b>Outcomes sought</b>	<ul style="list-style-type: none"> <li>• Maximise the beneficial reuse of coal seam water where practicable including construction, irrigation, dust suppression and other approved uses</li> <li>• Monitor impacts associated with the management of coal seam water</li> <li>• Minimise harmful effects on land environments</li> <li>• Prevent the spread of weeds and pest animals</li> <li>• Minimise impacts on air quality.</li> </ul>
<b>Social values addressed</b>	<ul style="list-style-type: none"> <li>• Capacity for sustainable economic activity.</li> </ul>
<b>Key stakeholders</b>	<ul style="list-style-type: none"> <li>• Landholders</li> <li>• Community members and groups</li> <li>• Maranoa, Western Downs, Central Highlands and Banana Shire regional councils</li> <li>• State government (including Department of Environment and Heritage Protection, Department of Natural Resources and Mines, Queensland Parks and Wildlife Service and Department of Agriculture, Fisheries and Forestry)</li> <li>• Federal government</li> <li>• Gas Fields Commission and Community Leaders Councils</li> <li>• Joint Maranoa Regional Community Consultative Committee.</li> <li>• Water Working Group</li> <li>• Queensland Murray Darling Committee</li> <li>• Fitzroy Basin Association</li> <li>• AgForce</li> <li>• University of Queensland</li> <li>• Santos GLNG staff and contractors</li> <li>• Other industry proponents.</li> </ul>

**2.2 Summary of impact assessment**

Potential impact	Description	Spatial extent	Duration
Gas extraction creates uncertainty around water availability	There is community uncertainty about the impact of gas production on ground and surface water quality and supply, and the consequences for agricultural production. Specific concerns centre on the potential for gas wells to impact on bores and affect the quality and quantity of town and stock water supplies. There is also a high degree of interest in ensuring that there are no adverse impacts to the Dawson River, which is a highly-valued natural asset in the Taroom area.	Regional	Life of GFD Project and beyond

**2.3 Action plan**

Outcomes sought	Management actions	Key stakeholders	Timeframe
Maximise the beneficial reuse of coal seam water where practicable including construction irrigation, dust suppression and other approved uses.	<ul style="list-style-type: none"> <li>Comply with regulatory approvals relating to the management of water within the Roma, Fairview, Arcadia and Scotia gas fields. The management strategies aim to maximise beneficial use opportunities (where practicable) for communities and the environment such as the provision of water to third parties, irrigation, releases to surface water and dust suppression</li> <li>Continue to engage with communities through water specific engagement forums</li> <li>Continue to implement the Santos GLNG community engagement plan.</li> </ul>	Santos GLNG, State government (EHP), Water Working Group and local councils	Construction, operations
Monitor impacts associated with the management of coal seam water.	<ul style="list-style-type: none"> <li>Comply with regulatory approvals relating to the monitoring of water associated with the Roma, Fairview, Arcadia and Scotia gas fields. The documents define the monitoring specifications required to establish baseline conditions and provide a framework for ongoing monitoring of potential impacts</li> <li>Continue to promote and update the Santos GLNG water portal</li> <li>Continue analysis of water level data from monitoring bores with Santos GLNG telemetry water pressure monitoring systems and make information available to landholders.</li> </ul>	Santos GLNG, State government (EHP and OGIA) and local councils	Construction, operations, and decommissioning
Minimise harmful effects on land environments.	<ul style="list-style-type: none"> <li>Comply with regulatory approvals relating to the management of land values associated with the Roma, Fairview, Arcadia and Scotia gas fields.</li> </ul>	Santos GLNG, contractors, State government (EHP) and local councils	Construction, operations, and decommissioning
Prevent the spread of weeds and pest animals.	<ul style="list-style-type: none"> <li>Continue participation in the Pest and Weed Steering Committee and joint management initiatives with key stakeholders</li> <li>Comply with the Pest and weed management plan, which includes procedures for vehicle wash downs and conduct training and awareness sessions with Santos GLNG field staff and contractors</li> <li>Continue to maintain and update the Weed and Pest Management Zones on the GIS layer 'Pest Central' to communicate declared weed information to staff and contractors working in the field.</li> </ul>	Santos GLNG, contractors, local councils, QMDC, AgForce, State government (EHP)	Construction, operations, and decommissioning

Outcomes sought	Management actions	Key stakeholders	Timeframe
Minimise impacts on air quality.	<ul style="list-style-type: none"> <li>• Comply with regulatory approvals relating to the management of air values associated with the Roma, Fairview, Arcadia and Scotia gas field. These include dust and emission air quality</li> <li>• Comply with the Draft environmental management plan (Draft EM plan), as approved</li> <li>• Continue to implement the Santos GLNG complaint management process including dedicated contact points to handle and address complaints and enquiries such as the 1800 number and project email.</li> </ul>	Santos GLNG, contractors, State government (EHP) and local councils	Construction, operations, and decommissioning



## 3 Community safety

### 3.1 Introduction

<b>Commitment</b>	<p>Community safety encompasses a range of issues, from worker conduct to road safety. Santos GLNG adopts a comprehensive approach to the management of these issues, due to their importance and to establish and retain the confidence of the communities where Santos GLNG works. Santos GLNG is committed to:</p> <ul style="list-style-type: none"> <li>• Operating in a way that is safe for the community and our employees</li> <li>• Never compromising safety in order to meet any other business objectives.</li> </ul>
<b>Outcomes sought</b>	<ul style="list-style-type: none"> <li>• Minimise road safety risks to the community</li> <li>• Minimise health and safety risks to Santos GLNG employees, contractors and the community</li> <li>• Minimise potential social dysfunction associated with our workforce.</li> </ul>
<b>Social values addressed</b>	<ul style="list-style-type: none"> <li>• Liveable communities.</li> </ul>
<b>Key stakeholders</b>	<ul style="list-style-type: none"> <li>• Landholders</li> <li>• Community members and groups</li> <li>• Maranoa, Western Downs, Central Highlands and Banana Shire regional councils</li> <li>• Joint Maranoa Regional Community Consultative Committee</li> <li>• State Government (including Queensland Police Service, Queensland Health, Department of Community Services, Department of Transport and Main Roads)</li> <li>• CareFlight Group Queensland</li> <li>• Local schools</li> <li>• Other industry proponents</li> <li>• Santos GLNG staff and contractors.</li> </ul>

**3.2 Summary of impact assessment**

Potential impact	Description	Spatial extent	Duration
Construction and operations traffic on local roads and in town areas	<p>Under the maximum development scenario, there is potential for heavy vehicle and other traffic to be widespread in some areas, particularly during construction. Road safety impacts associated with increased road traffic and deteriorating road condition were cited by key stakeholders as a concern across the GFD Project area.</p> <p>Santos GLNG recognises this concern and has entered into Road Infrastructure Agreements (RIA's) with all relevant regional councils and State Government as a commitment to addressing road impacts. Santos GLNG has already implemented a Road-use management plan which has the approval of all relevant local and state authorities. The Road-use management plan will be adapted to manage the potential impacts resulting from the GFD Project.</p>	Regional	Life of GFD Project, highest during construction phase
Presence of a younger, predominantly male workforce in social venues and general town area	<p>Visible resource sector workforces in local venues can result in changes to community perceptions of safety, community values, amenity and liveability. In particular, male workforces in social venues wearing "hi vis" apparel can lead to an 'us and them' mentality and replacement of rural character to a perceived mining town culture.</p> <p>Community perception survey data from 2012 and 2013 suggests that the community in general has a 'positive regard for Santos GLNG personnel'. Notwithstanding, some residents may express a preference for minimising the visibility and presence of resource industry workers in public venues. Even where impacts do not eventuate, community concerns about large male workforces ("perceived" impacts) may be significant in themselves.</p>	Urban areas and areas close to larger workforce accommodation	Life of the GFD Project

**3.3 Action plan**

Outcomes sought	Management actions	Key stakeholders	Timeframe
Minimise road safety risks to the community	<ul style="list-style-type: none"> <li>Continue to implement the Santos GLNG Environmental, Health and Safety Management System</li> <li>Engage with Department of Transport and Main Roads and local councils to extend existing road use management plans and RIA's for the Santos GLNG Project to incorporate GFD Project activities. In new areas, engage with local councils to develop and implement these documents</li> <li>Partner with local Councils to apply for Royalties for Regions funding for road upgrades, where appropriate</li> <li>Continue to implement internal policies and regional rules that relate to road use and driver behaviour including:               <ul style="list-style-type: none"> <li>Ensure that all Santos GLNG vehicles have signage and in-vehicle-monitoring systems to monitor driver behaviour (including use of approved routes) and remain accountable for it through a demerit point system</li> <li>Engage with local schools regarding school zone safety</li> <li>Continue shuttle bus services transporting workers from airports to work areas and camps</li> <li>Internal driver education campaigns to raise awareness about driving behaviours and safety.</li> </ul> </li> <li>Communicate heavy and light vehicle movements and road works through regular updates in local media, when required.</li> </ul>	Santos GLNG, contractors, State government (DTMR), local councils	Construction, operations, and decommissioning
Minimise health and safety risks to Santos GLNG employees, contractors and the community	<ul style="list-style-type: none"> <li>Continue to implement the Santos GLNG Environmental, Health and Safety Management System</li> <li>Continue the medical field response, including paramedics, nurses, general practitioners and emergency evacuation arrangements, to support needs of non-resident workforce, during construction</li> <li>Continue to consult with Queensland Health and other health service providers on emerging impacts to the local health system</li> <li>Continue to ensure the jointly funded (with other industry proponents) Aero Medical Helicopter Service based in Roma and Toowoomba is available to the broader community to 2019</li> <li>Continue to implement the Santos GLNG community engagement plan</li> <li>Monitor the effectiveness of the social issues action plans through the annual SIMP monitoring framework.</li> </ul>	Santos GLNG, contractors, State government (emergency services), CareFlight, and local councils	Construction, operations and decommissioning

Community safety

Outcomes sought	Management actions	Key stakeholders	Timeframe
<p>Minimise potential social dysfunction associated with our workforce.</p>	<ul style="list-style-type: none"> <li>• Continue to implement Maranoa Regional Rules, to guide the behaviour of Santos GLNG workers and contractors when in the field. This includes protocols such as not wearing uniforms after hours in the community</li> <li>• Assist local communities during times of natural disasters through volunteering and resource sharing</li> <li>• Continue to implement Employee relations management plans including Worker code of conduct, Site work rules and Employee induction program</li> <li>• Promote Santos GLNG employee volunteering in the local community</li> <li>• Continue to implement the Santos GLNG community engagement plan</li> <li>• Continue to implement the Santos GLNG complaint management process including dedicated contact points to handle and address complaints and enquiries such as the 1800 number and project email</li> <li>• Engage with Queensland Police Service to respond to issues associated with anti-social behaviour where identified</li> <li>• Use purpose built temporary and permanent workforce accommodation facilities located outside major communities and where appropriate assess options to utilise third party existing facilities located within local townships.</li> </ul>	<p>Santos GLNG, contractors, State government (Queensland Police Service), Joint Maranoa Regional Community Consultative Committee and local councils</p>	<p>Construction, operations and decommissioning</p>

## 4 Social infrastructure

### 4.1 Introduction

<b>Commitment</b>	<p>Understanding and preserving social infrastructure in the communities where Santos GLNG works is vital. Knowing how Santos GLNG's activities affect housing, health and other essential services is the first step towards meeting these challenges.</p> <p>Santos GLNG is committed to:</p> <ul style="list-style-type: none"> <li>• Investing in social infrastructure and economic development opportunities.</li> <li>• Ensuring the benefits of the GFD Project are shared with the community and that Santos GLNG leaves a positive legacy for the communities in which Santos GLNG operates.</li> </ul>
<b>Outcome sought</b>	<ul style="list-style-type: none"> <li>• Minimise the impact on regional social infrastructure.</li> </ul>
<b>Social value addressed</b>	<ul style="list-style-type: none"> <li>• Liveable communities</li> <li>• Affordable lifestyle</li> <li>• Community identity and spirit.</li> </ul>
<b>Key Stakeholders</b>	<ul style="list-style-type: none"> <li>• Landholders</li> <li>• Community members and groups</li> <li>• Maranoa, Western Downs, Central Highlands and Banana Shire Regional Council's</li> <li>• Joint Maranoa Regional Community Consultative Committee</li> <li>• State Government including the Social Policy Working Group and regional department branches.</li> <li>• Other industry proponents</li> <li>• Community service providers</li> <li>• Medicare Local and local GP's</li> <li>• Housing and short term accommodation providers</li> <li>• Santos GLNG employees and contractors.</li> </ul>

**4.2 Summary of impact assessment**

Potential impact	Description	Spatial extent	Duration
Workforce demand on public health facilities and services	<p>The impacts on health services can be both beneficial and detrimental with resourcing and capacity issues contributing to a lower level of service to community members, while in other cases the demand for medical services may stimulate the market for the private supply of these services or make smaller rural public health services more viable.</p> <p>Strategies to accommodate the workforce in camps equipped with infield medical response solutions will significantly reduce the demand from the non-resident workforce. Santos GLNG has also recently supported improvements in regional health services through a \$1 million investment in the Nuriyn Wellness Centre, a multi-purpose health facility in Roma and donation of medical equipment to the new Rolleston Health Clinic which opened in October 2013. The provision of affordable housing into the region by Santos GLNG, government and private investors has assisted with improving the attraction and retention of medical health practitioners.</p>	Regional towns and localities	Construction
Demand on public physical infrastructure	<p>While the majority of demand for water, waste and sewerage services generated by GFD Project workforces will be met privately by Santos GLNG in worker accommodation camps, there could potentially be increased demand on public infrastructure in population centres that are expected to attract and house a component of the operational workforce.</p> <p>Current project workforce assumptions predict a minimal increase in local populations due to operational workforce relocation, which is considered to be in line with normal population growth. The largest area of potential population increase is anticipated for Roma, where Santos GLNG has already provided \$1 million to the Maranoa Regional Council for sewerage and water infrastructure upgrades in addition to over \$100 million in road upgrades and maintenance.</p> <p>Community telecommunications infrastructure has the potential to be impacted if strategies are not put in place to offset the additional load placed on this infrastructure by work camps.</p>	Regional towns and localities	Construction
Increased demand for housing	<p>The SIA analysis of housing for the Arcadia, Roma and Fairview fields indicated a satisfactory capacity for these areas to cope with any GFD Project demand and absorb the potential minor increase in populations due to operations workforces. However, a level of susceptibility to housing affordability pressures exists in the area surrounding the Scotia gas field (Taroom and Wandoan).</p> <p>There is evidence that recent affordability pressure in the Roma and Fairview areas has begun to plateau and decrease. Santos GLNG has already made significant investment into affordable housing that will provide for future population growth as a result of the GFD Project with \$5.9 million of investment into housing affordability initiatives. This has included rental subsidies and affordable housing developments. These have been accompanied by affordable housing development supplied from the state government (Clearview Rise) and a marked increase in general property availability for new housing developments sponsored by private investors.</p> <p>Santos GLNG already has a number of permanent and temporary workforce accommodation facilities established in most GFD Project areas which will be leveraged to support the workforce accommodation</p>	Regional towns and localities	Construction

Potential impact	Description	Spatial extent	Duration
	requirements for the GFD Project. This will also relieve any housing pressures within the community.		
High occupancy of short-term accommodation by gas industry contractors, displacing visitors and community	During the construction phase, prior to workforce accommodation being available, there is potential for GFD Project workforce to use short-term accommodation. In extreme cases this may displace other visitors to these communities such as tourists. Conversely, increased demand for short-term accommodation may stimulate the development of additional accommodation that may be beneficial to building the capacity of the region to accommodate visitors. Santos GLNG already has permanent and temporary workforce accommodation facilities established in most GFD project areas, which will be leveraged for the GFD Project workforce. This will significantly reduce the likelihood of this impact occurring.	Regional towns and localities	Construction

**4.3 Action plan**

Outcome sought	Management actions	Key stakeholders	Timeframe
<p>Minimise the impact on regional social infrastructure.</p>	<ul style="list-style-type: none"> <li>• Apply the Integrated Project Housing strategy (IPHS) framework including:               <ul style="list-style-type: none"> <li>— Actively monitor the housing market and engage key stakeholders to ensure appropriate housing strategies are in place prior to field development</li> <li>— Use purpose built temporary and permanent workforce accommodation facilities located outside major communities and where appropriate assess options to utilise third party existing facilities located within local townships</li> <li>— Consider supporting programs that relieve vulnerability to housing affordability pressures.</li> </ul> </li> <li>• When field development planning is sufficiently advanced to determine workforce numbers, provide this information to State and local governments to assist with regional service planning</li> <li>• Partner with local Councils to apply for Royalties for Regions funding applications, where appropriate</li> <li>• Ensure temporary and permanent accommodation facilities have telecommunications equipment to absorb the workforce requirements, where a potential direct impact to the telecommunications services in local communities can be readily identified</li> <li>• Continue to implement the Santos GLNG community engagement plan Continue to implement the Santos GLNG complaint management process including dedicated contact points to handle and address complaints and enquiries such as the 1800 number and project email</li> <li>• Continue the medical field response, including paramedics, nurses, general practitioners and emergency evacuation arrangements, to support needs of non-resident workforce, during construction</li> <li>• Continue to consult with Queensland Health and other health service providers on emerging impacts to the local health system</li> <li>• Continue to ensure the jointly funded (with other industry proponents) Aero Medical Helicopter Service based in Roma and Toowoomba is available to the broader community to 2019</li> <li>• Monitor the effectiveness of the social issues action plans through the annual SIMP monitoring framework.</li> </ul>	<p>Santos GLNG, contractors, local councils, Joint Maranoa Regional Community Consultative Committee, State government (Queensland Police Service, Queensland Ambulance Service, Department of Community Services, Qld Health, HPW), short-term accommodation providers and local housing providers</p>	<p>Construction, operations, and decommissioning</p>



## 5 Community wellbeing and liveability

### 5.1 Introduction

<p><b>Commitment</b></p>	<p>Santos GLNG’s projects will be a feature of the Queensland landscape for decades to come. As long-term locals, it is vital Santos GLNG does the right thing by our communities and leaves a lasting legacy to be proud of. To help lay the right foundations, Santos GLNG is engaging with a wide range of local groups to ensure that community wellbeing and liveability issues are prioritised.</p> <p>Santos GLNG is committed to:</p> <ul style="list-style-type: none"> <li>• Showing respect for landholders by making sure Santos GLNG staff conduct themselves professionally, including:             <ul style="list-style-type: none"> <li>— Providing advance notification of our arrival</li> <li>— Arranging a suitable consultation time</li> <li>— Leaving gates as they are found</li> <li>— Minimising noise and dust impacts.</li> </ul> </li> <li>• Protecting and enhancing the liveability of rural communities by maximising local employment opportunities, creating apprenticeship programs, and enhancing skills.</li> </ul>
<p><b>Outcomes sought</b></p>	<ul style="list-style-type: none"> <li>• Minimise the impacts to landholders of gas field development activity</li> <li>• Support and enhance the liveability and wellbeing of regional communities where Santos GLNG operates.</li> </ul>
<p><b>Social values addressed</b></p>	<ul style="list-style-type: none"> <li>• Liveable communities</li> <li>• Community identity and spirit</li> </ul>
<p><b>Key stakeholders</b></p>	<ul style="list-style-type: none"> <li>• Landholders</li> <li>• Community members and groups</li> <li>• Maranoa, Western Downs, Central Highlands and Banana Shire regional councils</li> <li>• Joint Maranoa Regional Consultative Committee</li> <li>• Local industry and business representatives</li> <li>• Tourism Groups</li> <li>• Gas Fields Commission and Community Leaders Councils</li> <li>• AgForce</li> <li>• Community service providers</li> <li>• Santos GLNG and contractors.</li> </ul>

Community wellbeing and liveability

**5.2 Summary of impact assessment**

Potential impact	Description	Spatial extent	Duration
Intra-community conflict	<p>Significant State and national media attention to local environmental and social impacts of gas developments in eastern Australia has recently generated attention to issues such as:</p> <ul style="list-style-type: none"> <li>Perceived winners (such as businesses, low-impacted property owners, FIFO workforces etc.) versus perceived losers (highly-impacted local landholders, and low-income residents of local towns etc.)</li> <li>Tension between supporters of resource development versus opponents (who may not be residents of immediate area) of developing gas from coal seams</li> <li>Protecting or favouring agriculture over alternative land uses, such as for mining or gas development.</li> </ul>	Regional	Construction and operations
Visible presence of gas industry workers in local community venues and the presence and scale of project facilities, including camps	<p>The presence of non-resident workers in public places (in particular hotels and other social venues) can result in negative community reactions and an 'us and them' mentality. The identity of rural communities may also be affected by the visible prominence of GFD Project facilities, particularly accommodation camps or significant infrastructure in proximity to towns, which could detract from the long-standing pre-existing rural character.</p> <p>As most production facilities and workforce accommodation camps will be located away from the main population centres they will be unlikely to interfere with rural amenity and rural character.</p>	Regional towns and localities	Construction
Disruption to agricultural production through field operations	<p>Field development, the initial drilling and equipping of wells, followed by the installation of gas and water gathering pipelines, has the potential to disrupt both grazing and cropping activities.</p> <p>Agricultural productivity impacts will vary across the development area according to the field development activities and existing land use and agricultural land quality. The Roma, Fairview and Arcadia gas fields are characterised by large land holdings devoted to predominantly beef production.</p>	Regional	Construction
Construction activity deters local tourism and highway trade	<p>The construction of project infrastructure in proximity to smaller rural towns may place demand on short-term accommodation (such as motels and caravan parks) that traditionally support tourism. Should this demand persist for an extended period it may have the effect of deterring travellers from stopping and visiting local attractions, as well as making purchases from local businesses.</p> <p>The GFD Project construction activity will not be highly visible with workforce accommodation and major hub facilities located away from towns and in areas not generally visited by tourists. Hence the likelihood of the GFD Project deterring tourist visitation to the area is considered unlikely.</p>	Regional towns and localities	Construction
Migration of primary producers from high impacted properties	<p>The construction of wells and associated infrastructure on landholder properties has the potential, without any mitigation, to result in landholders opting to sell their properties and relocate to the nearby township or from the area. Mitigation measures such as the implementation of Santos GLNG's constraints mapping process; fair and reasonable Conduct and Compensation Agreements; and early engagement will reduce the likelihood of this occurring. Santos GLNG is committed to working with directly impacted landholders to minimise disturbance and impacts to wellbeing.</p>	Regional	Construction

**5.3 Action plan**

Outcome sought	Management actions	Key stakeholders	Timeframe
Minimise the impacts to landholders of gas field development activity.	<ul style="list-style-type: none"> <li>Apply the land access and landholder engagement strategy to the GFD Project, including compensation framework, early landholder engagement activities and use of the Ready Reckoner and property mapping</li> <li>Continue to engage with communities through water specific engagement forums</li> <li>Comply with regulatory approvals relating to the management of water within the Roma, Fairview, Arcadia and Scotia gas fields. The management strategies aim to maximise beneficial use opportunities (where practicable) for communities and the environment such as the provision of water to third parties, irrigation, releases to surface water and dust suppression</li> <li>Continue to promote and update the Santos GLNG water portal</li> <li>Continue analysis of water level data from monitoring bores with Santos GLNG telemetry water pressure monitoring systems and make information available to landholders</li> <li>Continue to implement the Maranoa Regional Rules including monitoring compliance with the Land Access Code</li> <li>Comply with the upstream Pest and weed management plan, which includes procedures for vehicle wash downs and conduct training and awareness sessions with Santos GLNG field staff and contractors.</li> </ul>	Santos GLNG, contractors, AgForce, Gas Fields Commission, local councils, State government (Department of Agriculture, Fisheries and Forestry)	Construction and operations
Support and enhance the liveability and wellbeing of regional communities where Santos GLNG operates.	<ul style="list-style-type: none"> <li>Continue to implement the Santos GLNG community investment program including annual sponsorship and donations program, supporting local events and initiatives that enhance community wellbeing</li> <li>Promote Santos GLNG employee volunteering in the local community</li> <li>Continue to implement the Santos GLNG community engagement plan</li> <li>Continue to record and report on stakeholder feedback through the dedicated stakeholder relationship management (SRM) system</li> <li>Assist local communities during times of natural disasters through volunteering and resource sharing</li> <li>Continue to implement the Santos GLNG complaint management process including dedicated contact points to handle and address complaints and enquiries such as the 1800 number and project email</li> <li>Continue to implement Maranoa Regional Rules, to guide the behaviour of Santos GLNG workers and contractors when in the field. This includes protocols such as not wearing uniforms after hours in the community</li> <li>Monitor the effectiveness of the social issues action plans through the annual SIMP monitoring framework.</li> </ul>	Santos GLNG, contractors, Joint Maranoa Regional Community Consultative Committee, local councils	Construction and operations

Community wellbeing and liveability

## 6 Local industry participation and training

### 6.1 Introduction

<b>Commitment</b>	<p>Santos GLNG wants local businesses and communities to share in the success of Santos GLNG's projects, so Santos GLNG is making sure there are practical ways for them to participate. This section explains more about these opportunities and the commitments Santos GLNG are making to support these initiatives.</p> <p>Santos GLNG is committed to:</p> <ul style="list-style-type: none"> <li>• Providing full, fair and reasonable opportunities for local businesses to bid for contracts</li> <li>• Improving local industry participation, capability and competitiveness</li> <li>• Enhancing liveability in rural communities by maximising employment, training and apprenticeship programs.</li> </ul>
<b>Objectives</b>	<ul style="list-style-type: none"> <li>• Maximise the availability of skilled labour within regional communities</li> <li>• Maximise opportunities for local business and industry to participate in the Santos GLNG projects.</li> </ul>
<b>Social values addressed</b>	<ul style="list-style-type: none"> <li>• Affordable lifestyle</li> <li>• Capacity for sustainable economic activity.</li> </ul>
<b>Key Stakeholders</b>	<ul style="list-style-type: none"> <li>• Community members and groups</li> <li>• Maranoa, Western Downs, Central Highlands and Banana Shire regional councils</li> <li>• Joint Maranoa Regional Community Consultative Committee</li> <li>• State Government (including Department of State Development, Infrastructure and Planning, Department of Treasury and Trade, Department of Education, Training and Employment)</li> <li>• Local business owners</li> <li>• Other gas and industry proponents</li> <li>• Local chambers of commerce and development corporations</li> <li>• Local training, apprenticeship and education providers</li> <li>• Santos GLNG and contractors.</li> </ul>

**6.2 Summary of impact assessment**

Potential impact	Description	Spatial extent	Duration
Increased wage pressures on local businesses	<p>While direct employment is highly beneficial to workers and their families, any movement of workers away from local businesses may result in skills shortages and competition for labour. Local businesses (in particular those who rely on technical and trades-qualified staff and unskilled labour) and potentially local governments may find it more difficult to attract and retain staff, and associated wage pressures could increase prices for local trades and other services.</p> <p>Unemployment rates across the GFD Project area have been consistently below the State averages in recent years and the labour market indicates a vulnerability to workforce demand impacts, particularly in the trade qualified occupations. However, any impact that does occur is likely to stimulate responses such as a higher uptake of training and education opportunities and increased workforce participation rates. These secondary impacts will be beneficial to local economies in the long run.</p>	Regional	Construction
Inward movement of larger enterprises to the local area	<p>Some GFD Project supply opportunities may not be captured by local businesses due to factors such as supply chain constraints, prohibitive costs and incompatible business models. Larger enterprises with wider supply channels, greater economies of scale and business models dedicated to resource industry supply may enter the market from outside the region to take up these opportunities. This may result in competition for labour, and commercial and industrial space. However, beneficial impacts may also accrue, including in the provision of enhanced employment opportunities and skills development pathways, greater diversity of economic capacity and services, and higher rates revenues for local governments.</p>	Regional towns and localities	Construction

**6.3 Action plan**

Outcome sought	Management actions	Key stakeholders	Timeframe
Maximise the availability of skilled labour within regional communities.	<ul style="list-style-type: none"> <li>Support local communities with employment and training opportunities, where possible</li> <li>Support local business to attract staff through the Careers in Gas website</li> <li>Continue to participate in local career days and employment expos highlighting the range of employment opportunities available in GFD Project communities</li> <li>Continue to work with industry, Education Queensland, Southern Queensland Institute of TAFE and other stakeholders on programs and school-based traineeships.</li> </ul>	Santos GLNG, State government (DETE), local councils, local schools and TAFEs, local businesses, chambers of commerce and development associations	Ongoing
Maximise opportunities for local business and industry to participate in the Santos GLNG projects.	<ul style="list-style-type: none"> <li>Continue to adopt the voluntary <i>Queensland Resources and Energy Sector Code of Practice for Local Content (2013)</i> providing full, fair and reasonable opportunity for capable local businesses</li> <li>Continue to engage with local business's, holding procurement sessions to assist understanding of supply chain opportunities</li> <li>Continue to support initiatives, such as the Roma Shop Local, Invest Local campaign which promote main street businesses within the community</li> <li>Continue to report local procurement performance to key stakeholders and communities</li> <li>Provide GFD Project details to State government to assist in the development of capacity building programs.</li> </ul>	Santos GLNG, contractors, state government (DETE), local councils, Queensland Resources Council, local businesses and interest groups	Ongoing

## 7 Aboriginal engagement and participation

### 7.1 Introduction

<b>Commitment</b>	<p>Santos GLNG is determined to provide opportunities for all Australians and have developed an Aboriginal Engagement Policy for the participation of Aboriginal people.</p> <p>Santos GLNG is committed to:</p> <ul style="list-style-type: none"> <li>• Recognising and respecting the Traditional Aboriginal Owners of the land on which Santos GLNG works</li> <li>• Negotiating native title and cultural heritage agreements in good faith</li> <li>• Working in our business to develop effective employment, training and enterprise outcomes for Aboriginal people.</li> </ul>
<b>Outcomes sought</b>	<ul style="list-style-type: none"> <li>• Minimise the impact of our activities on Aboriginal communities</li> <li>• Minimise the potential for damage to culturally significant sites</li> <li>• Strive to achieve enduring and mutually beneficial relationships.</li> </ul>
<b>Social values addressed</b>	<ul style="list-style-type: none"> <li>• Liveable communities</li> <li>• Affordable lifestyles</li> <li>• Community identity and spirit</li> <li>• Sustainable economic activity.</li> </ul>
<b>Key Stakeholders</b>	<ul style="list-style-type: none"> <li>• Traditional Owners</li> <li>• Aboriginal groups and community members</li> <li>• Local Councils (Maranoa Regional Council, Western Downs Regional Council, Central Highlands Regional Council, Banana Shire Council)</li> <li>• Joint Maranoa Regional Consultative Committee</li> <li>• State government (including Department of Aboriginal and Torres Strait Islander and Multicultural Affairs)</li> <li>• Community service providers</li> <li>• Santos GLNG and other workforces.</li> </ul>

**7.2 Summary of impact assessment**

Impact	Summary	Spatial extent	Duration
Uncertainty with regard to environmental impact of the project	<ul style="list-style-type: none"> <li>The nature and extent of land use and the environmental impacts may not be well communicated by Santos GLNG to the indigenous community causing anxiety</li> <li>Effective reporting will reduce the consequences to a minor level resulting with a residual assessment of low.</li> </ul>	Regional towns and localities	Construction
Lack of cultural awareness of in-migrating construction and operational workforce	<ul style="list-style-type: none"> <li>Non-residential workforce may not have an appreciation of the cultural traits of the Indigenous community in which they work and live. This may have an adverse effect on harmonious relationships with the Indigenous community and between the Indigenous community and the non-residential workforce</li> <li>Cultural awareness programs for the workforce will reduce the likelihood from unlikely with minor consequence to a residual risk of very low.</li> </ul>	Regional towns and localities	Construction
Tension between native title and historical segments of Indigenous population over access to project benefits	<ul style="list-style-type: none"> <li>Potential for segments of a local Indigenous population to be perceived as benefiting more from GFD Project than other sections of the community causing intra-community tension</li> <li>Close engagement and consultation with the Indigenous community on an on-going basis will reduce the likelihood from unlikely with minor consequences to a residual risk of very low.</li> </ul>	Regional towns and localities	Construction
Out-migration of elements of family groups due to inability to afford housing	<ul style="list-style-type: none"> <li>Lack of affordable housing and increasing rents that may accompany Project start up could result in segments of extended Aboriginal families having to leave the community, thereby impairing the liveability of the community for those family members remaining</li> <li>Access to affordable housing products by Indigenous renters in the private market under stress should reduce the likelihood to unlikely with the consequences remaining moderate and the residual risk rating remaining as medium.</li> </ul>	Regional towns and localities	Construction
Increased rental demand from in-migrating workers	<ul style="list-style-type: none"> <li>Lack of affordable housing and increasing rents that may accompany Project start up and in-migrating workers could place Aboriginal families into rental stress. Where the affordability of housing is affected for low income groups it is likely to affect the Indigenous community to a greater extent due to the higher proportion of households in low income ranges compared to non-Indigenous households</li> <li>Access to affordable housing products by Indigenous renters in the private market under stress should reduce the likelihood to unlikely with the consequences remaining moderate and the residual risk rating remaining as medium.</li> </ul>	Regional towns and localities	Construction



Impact	Summary	Spatial extent	Duration
Increased cost of housing due to un-met demand and speculation	<ul style="list-style-type: none"> <li>The delay in housing markets to respond with adequate supply during a project's EIS approval, Financial Investment Decision and peak construction has often caused local house prices and rents to surge to unsustainable high levels. This speculation and unmet demand for housing could place Aboriginal families into rental stress during this period. Where the affordability of housing is affected for low income groups it is likely to affect the Indigenous community to a greater extent due to the higher proportion of households in low income ranges compared to non-Indigenous households</li> <li>Access to affordable housing products by Indigenous renters in the private market under stress should reduce the likelihood to likely with the consequences being minor and the residual risk rating remaining as medium.</li> </ul>	Regional towns and localities	Construction
Inadvertent interference with cultural heritage during well and facilities development	<ul style="list-style-type: none"> <li>It is possible that there may be unintended interference with cultural heritage during the construction period which could undermine confidence in the Cultural Heritage Management Plan process</li> <li>Experienced survey teams on cultural heritage sites will keep the likelihood of this occurring to likely with minor consequences and a residual risk of low.</li> </ul>	Regional	Construction
Increased Indigenous employment presents staffing difficulties for Indigenous organisations	<ul style="list-style-type: none"> <li>There could be draw down on the local Indigenous employment pool with people taking up work, traineeships and apprentices with the GLNG Project. This could make it difficult for local Indigenous services to find suitably qualified Indigenous staff, trainees or apprentices. This may impair the viability of services particularly in the short-term</li> <li>As Santos GLNG has committed to 'work with the Aboriginal communities to develop effective employment, training and enterprise outcomes', any unintended consequences of success in this area would also be addressed through local business support programs. This would reduce the consequences to minor with a resultant risk of low.</li> </ul>	Regional towns and localities	Construction
General level of development marginalises Indigenous presence in community	<ul style="list-style-type: none"> <li>A rapid expansion in the non-Indigenous population, who are generally in the high end of the income scale, may act to take attention away from long standing issues of concern to the Indigenous community. There could be an associated sense of a diminution of community spirit as perceptions of being marginalised potentially arise</li> <li>The implementation of a community engagement and commitments to Indigenous employment and training and support programs should reduce the consequences to minor and the risk rating to low.</li> </ul>	Regional	Construction
Resentment at perceived landholder benefit from the occupation of traditional land	<ul style="list-style-type: none"> <li>The income derived from hosting gas wells and infrastructure on agricultural holdings may foster a degree of resentment toward landholders from Traditional Owners whose families were often forcibly removed</li> <li>Engagement and consultation with the Indigenous community on an on-going basis and the application of Cultural Heritage Management Plans that take account of relaying landholder compensation in sensitive way will help manage the possible likelihood of this occurring. The residual risk is low.</li> </ul>	Regional towns and localities	Life of GFD Project

Impact	Summary	Spatial extent	Duration
High-paying, short-term construction work draws higher-level students from schooling or training	<ul style="list-style-type: none"> <li>Long-term educational outcomes including undertaking traineeships and apprenticeships can be overlooked by students who opt to take up higher paid short term jobs</li> <li>Aboriginal training, school support/mentoring and employment programs will influence both the likelihood and consequence of this impact reducing them to unlikely and minor respectively</li> </ul>	Regional towns and localities	Life of GFD Project
Unsupportive workplace environment for local Indigenous employees	<ul style="list-style-type: none"> <li>The lack of a supportive or culturally aware work environment can have a negative influence on the retention of Indigenous workers, in particular if they lack a depth of workplace experience. This is more likely to be an issue with new entrants to the workforce (both from towns across the region and particularly from Woorabinda) including those who are new to the oil and gas industry environment</li> <li>The implementation of cultural awareness training and Indigenous support programs in the workplace will reduce the likelihood to unlikely and consequences to minor, with a residual risk rating of low.</li> </ul>	Regional towns and localities	Life of GFD Project

### 7.3 Action plan

Outcome sought	Management actions	Key stakeholders responsible	Timeframe
Minimise the impact of our activities on Aboriginal communities.	<ul style="list-style-type: none"> <li>Implement community development initiatives to support Aboriginal communities such as Indigenous school based programs</li> <li>Create contract and supply opportunities for Aboriginal businesses and support Indigenous employment expos where required</li> <li>Update the Santos GLNG Aboriginal employment programs to include the GFD Project; this may include initiatives such as school based traineeships and full time traineeships/ apprenticeships</li> <li>Apply the Integrated Project Housing strategy (IPHS) framework including:               <ul style="list-style-type: none"> <li>Actively monitor the housing market and engage key stakeholders to ensure appropriate housing strategies are in place prior to field development</li> <li>Use purpose built temporary and permanent workforce accommodation facilities located outside major communities and where appropriate assess options to utilise third party existing facilities located within local townships.</li> <li>Consider supporting programs that relieve vulnerability to housing affordability pressures.</li> </ul> </li> <li>Monitor the effectiveness of the social issues action plans through the annual SIMP monitoring framework.</li> </ul>	Santos GLNG, State Government (DATSIMA, HPW, DSDIP, DETE), local councils and local Indigenous groups / individuals, registered training organisations	Construction and operations

Outcome sought	Management actions	Key stakeholders responsible	Timeframe
Minimise the potential for damage to culturally significant sites.	<ul style="list-style-type: none"> <li>• Apply Cultural Heritage Management Plans and follow Native Title process with relevant parties to provide agreed management of Aboriginal cultural heritage within claim area</li> <li>• Apply targeted measures developed for the GLNG Project to engage Aboriginal individuals and communities including:               <ul style="list-style-type: none"> <li>— Aboriginal engagement policy</li> <li>— Integration of Aboriginal and cultural heritage awareness into employee induction programs</li> <li>— Working with relevant Aboriginal groups on native title process and implementing Cultural Heritage Management Plans</li> <li>— Employee Induction Programs and Employee Relations Management Plans.</li> </ul> </li> <li>• Comply with the Draft EM</li> <li>• Continue to implement the Environmental Protocol for Constraints Planning and Field Development</li> <li>• Continue to implement the Santos GLNG complaint management process including dedicated contact points to handle and address complaints and enquiries such as the 1800 number and project email.</li> </ul>	Santos GLNG, State Government (DATSIMA), local councils and local Indigenous groups / individuals	Construction and operations
Strive to achieve enduring and mutually beneficial relationships.	<ul style="list-style-type: none"> <li>• Implement community development initiatives to support Aboriginal communities such as Indigenous school based programs</li> <li>• Apply targeted measures developed for the GLNG Project to engage Aboriginal individuals and communities including:               <ul style="list-style-type: none"> <li>— Aboriginal engagement policy</li> <li>— Integration of Aboriginal and cultural heritage awareness into employee induction programs</li> <li>— Working with relevant Aboriginal groups on native title process and implementing Cultural Heritage Management Plans</li> <li>— Employee Induction Programs and Employee Relations Management Plans.</li> </ul> </li> <li>• Monitor the effectiveness of the social issues action plans through the annual SIMP monitoring framework.</li> </ul>	Santos GLNG, State Government (DATSIMA), local councils and local Indigenous groups / individuals	Construction and operations

## 8 Monitoring, reporting and review framework

To monitor the progress and effectiveness of management strategies and ensure stakeholder input is considered as part of the ongoing implementation process, Santos GLNG has established a monitoring framework for each action plan as detailed in Table 8-1. The monitoring framework draws on both qualitative and quantitative data sources.

Table 8-1 Broad performance indicators by focus area

Focus area	Performance indicators	Data source
Water and environment	<ul style="list-style-type: none"> <li>• Weed maps available on web GIS</li> <li>• Number and type of weed management initiatives supported</li> <li>• Number of complaints related to dust</li> <li>• % of beneficial water use of total water production</li> <li>• Number and type of water specific engagement activities</li> <li>• Community perception of experience vs expectation of impacts</li> <li>• Compliance with State and federal environmental conditions.</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Relationship Management System (SRM)</li> <li>• Community surveys</li> </ul>
Community safety	<ul style="list-style-type: none"> <li>• Number of complaints regarding roads</li> <li>• Number of complaints about worker behaviour (code of conduct)</li> <li>• Number of IVMS exceptions per kilometres driven by Santos GLNG employees and contractors</li> <li>• Community perception of experience vs expectation of impacts</li> <li>• Number of road upgraded and cost</li> <li>• Number of trips/staff movements associated with airport to camps via buses</li> <li>• Number of community retrievals from industry funded Surat Basin Helicopter</li> <li>• Number of advertisements outlining Santos GLNG traffic movements.</li> </ul>	<ul style="list-style-type: none"> <li>• SRM</li> <li>• Community surveys</li> <li>• Local councils</li> <li>• DTMR</li> <li>• Queensland Ambulance Service</li> <li>• Travel centre data</li> <li>• IVMS data</li> </ul>
Social Infrastructure	<ul style="list-style-type: none"> <li>• Workforce accommodation camps occupancy rates</li> <li>• Rental vacancy rates</li> <li>• Change in housing sale prices</li> <li>• Change in rental cost</li> <li>• Number of presentations at industry in field medical services</li> <li>• Number of industry personnel using local health facilities</li> <li>• Community perception of experience vs expectation of impacts</li> <li>• Number of key workers accessing industry subsidised accommodation.</li> </ul>	<ul style="list-style-type: none"> <li>• Travel centre data</li> <li>• Local councils</li> <li>• Rental websites</li> <li>• Rental Tenancy Authority</li> <li>• Queensland Health</li> <li>• Community surveys</li> </ul>
Community wellbeing and liveability	<ul style="list-style-type: none"> <li>• Number of complaints vs man hours</li> <li>• Number of complaints regarding land access</li> <li>• Number of workers participating in local community activities/volunteering</li> <li>• Number and type of local sponsorships and donations</li> <li>• Number and type of community engagement activities</li> <li>• Number of land access agreements negotiated</li> <li>• Community perception of: <ul style="list-style-type: none"> <li>— Their experience vs their expectations</li> <li>— Procedural fairness</li> <li>— Satisfaction levels with living in their community</li> <li>— Community engagement practices.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• SRM</li> <li>• Community surveys</li> </ul>

Focus area	Performance indicators	Data source
Local industry participation and training	<ul style="list-style-type: none"> <li>• Number of and value of supplier contracts awarded to local businesses annually</li> <li>• Number of procurement and information sessions held with local suppliers</li> <li>• Number of enquiries regarding procurement and employment</li> <li>• Number of Santos GLNG employees and its contractors</li> <li>• Number of traineeships and apprentices</li> <li>• Community perception of experience vs expectation of impacts</li> <li>• Unemployment rate.</li> </ul>	<ul style="list-style-type: none"> <li>• Santos GLNG procurement</li> <li>• SRM</li> <li>• Santos GLNG HR</li> <li>• Qld Government Statistician</li> <li>• Community surveys</li> </ul>
Aboriginal engagement and participation	<ul style="list-style-type: none"> <li>• Number of Indigenous employment opportunities provided by Santos GLNG and its contractors</li> <li>• Percentage of Indigenous unemployment in the region</li> <li>• Number of Indigenous employees directly appointed by Santos GLNG</li> <li>• Number of Indigenous school-based traineeships and apprentices</li> <li>• Number of Indigenous engagement sessions</li> <li>• Activities implemented under Cultural Heritage Management Plans</li> <li>• Percentage of Santos GLNG employees and contractors who have undertaken cultural awareness training.</li> </ul>	<ul style="list-style-type: none"> <li>• Santos GLNG HR</li> <li>• SRM</li> </ul>