

Chapter 20
Social

ESMERALDA GRAPHITE PROJECT

aarc ENVIRONMENTAL SOLUTIONS
APEM Group

GRAPHINEX

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Glossary, acronyms and abbreviations

Acronym or Abbreviation	Meaning
ABS	Australian Bureau of Statistics
AS	Australian Standard
ASGS	Australian Statistical Geography Standard
CHMP	Cultural Heritage and Management Plan
CSEP	Community and Stakeholder Engagement Plan
DIDO	drive-in-drive-out
DPHI	Department of Planning, Housing and Infrastructure
DSDIP	Department of State Development, Infrastructure and Planning
DTMR	Department of Transport and Main Roads
EAP	Employee Assistance Program
EIS	Environmental Impact Statement
EP Act	*Environmental Protection Act 1994*
ERP	Emergency Response Plan
FIFO	fly in, fly out
HAP	Housing and Accommodation Plan
HCWP	Health and Community Wellbeing Plan
HR	Human Resources
HSMS	Health and Safety Management System
LBIPP	Local Business and Industry Procurement Plan
LGA	Local Government Area
MLA	Mining Lease Application
NMP	Noise Management Plan
NRM	Natural Resource Management
NZS	New Zealand Standard
PRCP	Progressive Rehabilitation and Closure Plan
QGSO	Queensland Government Statisticians Office
QPS	Queensland Police Service
RFB	Rural Fire Brigade
RFDS	Royal Flying Doctors Service
RNTBC	Registered Native Title Bodies Corporate

Acronym or Abbreviation	Meaning
SAL	Suburbs and Localities
SDPWO Act	*State Development and Public Works Organisation Act 1971*
SES	State Emergency Service
SHMS	Safety and Health Management System
SIA	Social Impact Assessment
SIMP	Social Impact Management Plans
SRRC Act	*Strong and Sustainable Resource Communities Act 2017*
TOR	Terms of Reference
UCL	Urban Centres and Locality
WMP	Water Management Plan

20 Social

This chapter describes the assessment of potential impacts of the Esmeralda Graphite Project (the Project) on the social environment. To assess the Project's social impacts the following works were undertaken:

- stakeholder engagement and community consultation;
- preparation of a Social Impact Assessment (SIA) (Appendix O), conducted by Attexo Group Pty Ltd (Attexo);
- development of Social Impact Management Plans (SIMPs) (Appendix R), prepared by Attexo, including subordinate plans, detailed in Section 20.5 of this chapter:
    - Workforce Management Plan;
    - Housing and Accommodation Plan (HAP);
    - Health and Community and Wellbeing Plan (HCWP);
    - Local Business and Industry Procurement Plan (LBIPP); and
    - Community and Stakeholder Engagement Plan (CSEP).

20.1 Social objectives

This chapter has been prepared to enable an assessment of the Project in respect to the social objectives stated in the Project TOR, detailed in Section 20.6 of this chapter. With regards to potential social impacts, the Project design and execution objectives are to:

1) Ensure the Project provides overall benefits to residents of communities in the vicinity of the Project;

2) avoid, minimise and mitigate adverse social impacts arising from the Project; and

3) be managed in a way that is consistent with the *Strong and Sustainable Resource Communities Act 2017* (SSRC Act), including the prioritisation hierarchy for recruitment of workers for the Project in accordance with Section 9(3A) of the SSRC Act.

Under the SSRC Act, a SIA is required to be prepared for any large resource Project which is subject to an Environmental Impact Statement (EIS) process under the *State Development and Public Works Organisation Act 1971* (SDPWO Act) or *Environmental Protection Act 1994* (EP Act).

The objective of the SRRC Act is to ensure that residents of communities in the vicinity of large resource projects benefit from the construction and operation of those projects.

The SIA prepared for the Project has been developed in accordance with the requirements of the SSRC Act and the EP Act and considers the full lifecycle of the Project.

20.2 Project Legislative Context

The *Strong and Sustainable Resources Communities Act 2017* (SSRC Act) sets out consistent, mandatory requirements for an SIA under the *State Development and Public Works Organisation Act 1971* (SDPWO) and *Environmental Protection Act 1994* (EP Act).

The key provisions of the Act aim to ensure that resident communities near large resource projects benefit from the construction and operation of such projects. The three key elements of the SRRC Act are the:

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

As defined in Schedule 1 of the SSRC Act, a 'large resource project' is a resource project for which an EIS is required or that holds a site-specific environmental authority under the EP Act and has a workforce of 100 or more workers. The Project's projected workforce, of up to 100 workers during construction and a peak of 192 workers during operations, is therefore defined as a large resource project under the SSRC Act.

Under the SSRC Act, a 'nearby regional community' is not specifically defined by a fixed distance or population size. Instead, this is formally designated by the Coordinator General. It is understood to mean the following in relation to the Project;

- being located within a 125km radius of the main access to the Project or a greater or lesser radius decided by the Coordinator-General; and
- having a population of more than 200 people or a smaller population decided by the Coordinator-General.

A 'town' in relation to a large resource project, means an area listed as a locality or urban centre by the ABS and published on its website.

Based on these definitions, a 'nearby regional community' is not associated with the Project. However, a population of 215 people recorded in the 2021 census is within a 125 km radius of the Project. The ABS lists Croydon as a SAL, within the category of 'suburbs and localities'. Croydon is not considered a 'locality or urban centre in ABS data. Despite these interpretations, the SIA has considered geographic areas and communities likely to experience impacts to social values from the Project. The Australian Statistical Geography Standard (ASGS) was used as a framework to define the SIA study areas including urban centres and localities (UCL) and LGA, detailed in the next section.

The five key matters have been addressed according to the SIA Guideline (DSDIP 2025). Management measures identified through the SIA process have been documented in the Social Impact Management Plan (SIMP).

20.3 Social Impact Assessment

20.3.1 Methodology

A range of activities were completed as part of the SIA to enable proportionate depth and scope consideration of potential social impacts and benefits of the Project. These activities included:

- scoping the regulatory framework, stakeholder profile, study area and preliminary identification of social impacts;
- community and stakeholder engagement;
- establishing a social baseline; and
- assessing impacts.

The SIA was developed through a combination of direct stakeholder engagement and community consultation, supported by thorough desktop reviews of available primary and secondary data. This approach enabled a comprehensive evaluation of both the potential positive and negative social impacts of the proposed project on stakeholders, as well as informing the development of management and mitigation measures.

The sources used to support the impact assessment include strategic planning documents from local councils, census data from the Australian Bureau of Statistics (ABS), Queensland Government Statisticians Office (QGSO) for population projections and regional profiles, Jobs And Skills Australia for workforce data and a range of databases and legislation from the Queensland Government. Insights obtained from engagement was also used to inform and verify desktop reviews.

20.3.2 Study areas

Core study areas were identified for the SIA in accordance with the SSRC Act and SIA Guidelines (DSDIP 2025). These study areas enabled assessment of potential social impacts of the Project on nearby regional communities and broader stakeholders. Four key study areas, including the local area, were identified that supported a comprehensive assessment of potentially impacted stakeholders. Study areas were chosen based on the geographic areas and communities likely to

experience changes to social conditions as a result of the Project. The local and regional study areas are depicted in Figure 20-1 and Figure 20-2.

The regional study area is located on the lands of the Tagalaka People (Croydon LGA), the Gkuthaarn, Kukatji and Kurtijar Peoples (Carpentaria LGA) and Wunumara, Mbara and Yirandhali Peoples (Richmond LGA). The local study area encompasses the entirety of the Project site, Esmeralda station and the township of Croydon, to provide a micro analysis of the immediate impact area.

Table 20-1: SIA study areas

Study area	Statistical geography	Relevance to Project
Local	Croydon LGA	The local study area encompasses the entirety of the Project site, Esmeralda Station, and Croydon township which are all located within the Croydon LGA. The outback town of Croydon is the closest community to the Project and the main population and administrative centre in Croydon LGA. Croydon LGA is most likely to experience any direct impacts and benefits from the Project.
Regional service centres	Normanton UCL Richmond UCL Townsville UCL Cairns UCL	The four communities are considered regional service centres for the Project and Croydon residents. Normanton and Richmond are the nearest regional service centres. • Normanton is a larger centre than Croydon, a key centre for the gulf region, and a potential source of workers and services for the Project. • Richmond is a key centre along the Project transport route from Townsville. Richmond Woolgar Road is a key connector route between Richmond and Croydon. Townsville and Cairns are large population and service centres for the North and Far North Queensland regions. • Townsville provides port access and is anticipated to host additional supporting infrastructure for the Project. • Cairns is an established service centre for the Croydon community where residents access good and services including healthcare. The regional service centres are potential sources for labour, goods and services for the Project.
Regional	LGAs of Croydon, Richmond, Carpentaria	The regional study area includes the host LGA as well as the adjacent LGAs encompassing the nearest regional service centres of Normanton and Richmond.

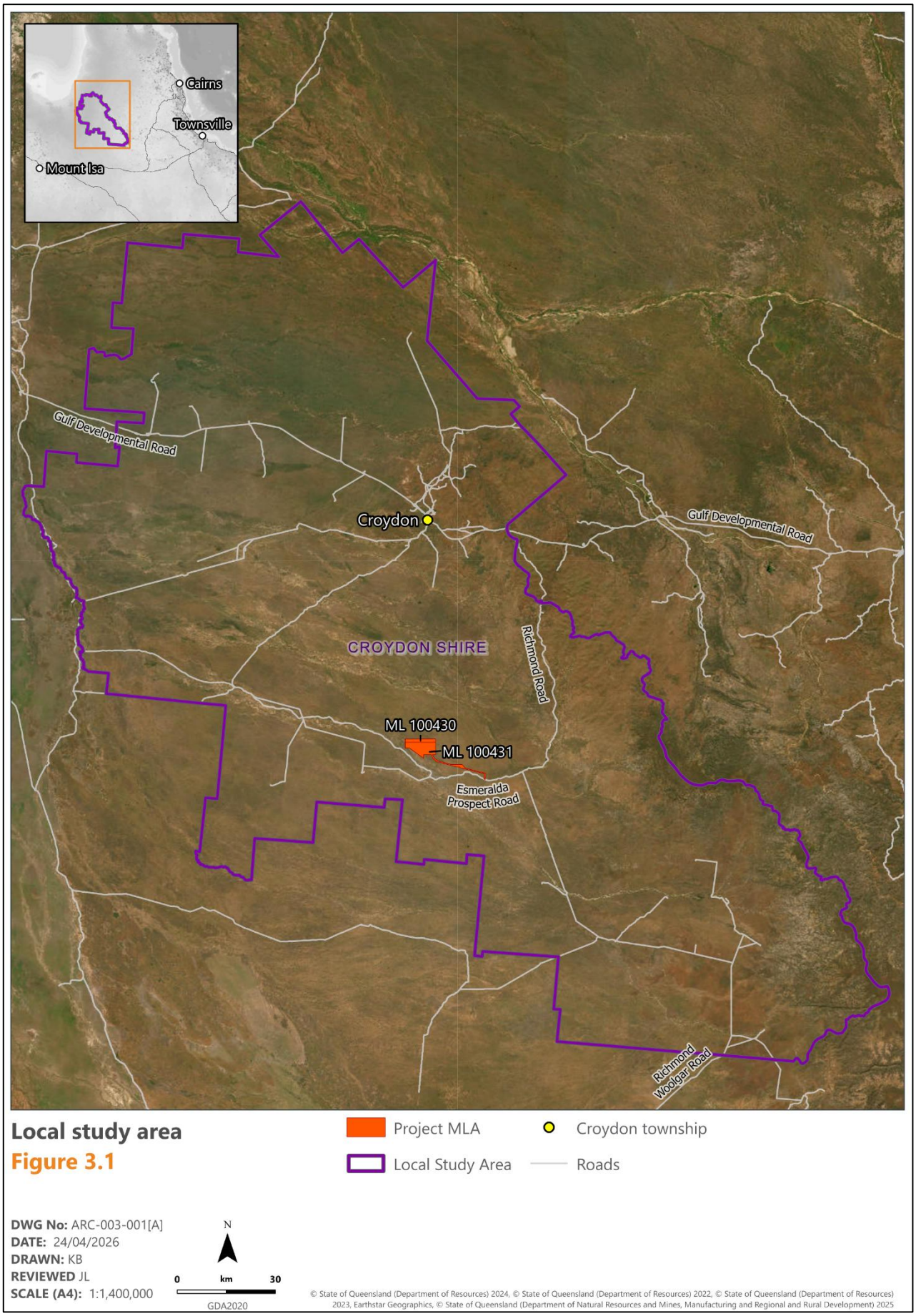


Figure 20-1: Local study area

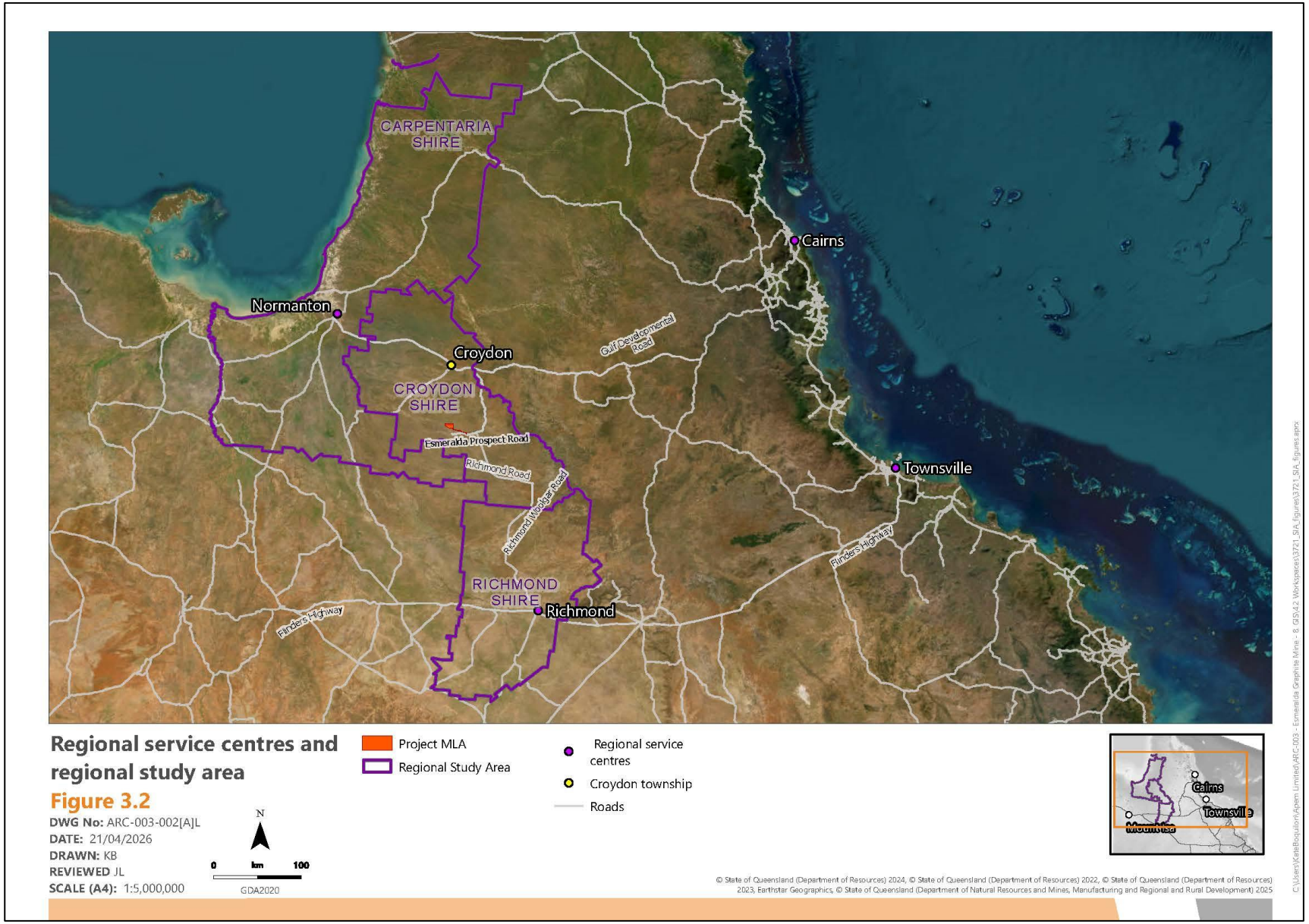


Figure 20-2: Regional study area

20.3.3 SIA community engagement and stakeholder consultations

Targeted SIA engagement was undertaken between late March and early April 2026. A total of 22 stakeholders were engaged across 13 individual and group meetings conducted in-person and online, via Microsoft Teams. The aim of this engagement was to garner an understanding about community perceptions relating to the Project including potential social impacts and benefits and community benefit sharing opportunities.

Stakeholders engaged during this period included:

- Croydon Shire Council;
- Croydon Rural Fire Brigade;
- Croydon Gulf Gate BP Roadhouse;
- Croydon Men's Shed;
- Croydon Club Hotel;
- Croydon State School;
- Croydon Primary Health Centre;
- State Emergency Service;
- Normanton Airport Accommodation & Vehicle Hire;
- Gulf Regional Services;
- Rural Flying Doctor Service;
- Bynoe Community Advisory Advancement Cooperative Society; and
- Gulf Regional Services.

In addition, stakeholder engagement and community consultations have been conducted on an on-going basis for the Project by the Proponent. Regular consultations have been conducted through various channels and events to ensure a comprehensive stakeholder engagement for the Project and to collect and analyse information about social and cultural issues likely to have the most pronounced impacts. Stakeholders include directly impacted host landholders, Traditional Owners, key community and government representatives, emergency services, local businesses and logistics amongst others. Engagement methods include face-to-face liaison, emails, online meetings and phone calls. A record of these consultations have been maintained in an ongoing engagement register by the Proponent. A detailed description of key stakeholders identified for the Project SIA and SIMPs, including key methods of engagement can also be found in Chapter 7, Stakeholder Consultation and Engagement.

20.3.4 Description of social values

The SIA (Appendix O) provides a detailed description of the key characteristics of the local and nearby regional communities. This social baseline describes the existing social conditions and trends within the study area. The baseline concisely documents the current socio-economic characteristics within the study area and provides a benchmark against which potential social impacts (positive and negative) can be identified, assessed, and monitored. The baseline descriptions were developed from quantitative information derived through census data, stakeholder engagement and further secondary sources of information. An overview is provided in the following sections.

20.3.4.1 Social baseline

Traditional owners

The Project is within the traditional country of the Tagalaka People, which covers various lands in the Gulf Savannah region around the townships of Croydon, Normanton and East Hayden. The Tagalaka Aboriginal Corporation registered native title bodies corporate (RNTBC) administers land on behalf of the Tagalaka People (Tagalaka Aboriginal Corporation 2026). Native title was determined to exist on 10 December 2012 (Federal Court file no QUD6020/2001) with native title existing in parts of the determination area, including the MLA for the Project. During SIA engagement, it was highlighted that Croydon comprises a high First Nations population, with cultural and social ties to Normanton.

Local study area – Croydon Shire LGA

The Croydon Shire LGA covers an area of 29,538 km² and is a sparsely populated outback LGA in Far North Queensland. In 2024, the estimated resident population was 270 people (ABS 2025), with most residents living in Croydon township and the remainder on surrounding pastoral properties. Over the past decade, the population has been declining.

At the 2021 Census, the median age of the shire was 41 years (ABS, 2021). The population includes a relatively higher proportion of Aboriginal and Torres Strait Islander people (28.6%) and a higher proportion of males (52.5%) to females (47.5%). Household composition showed higher proportions of one-parent families (28.3%) and lone-person households (37.5%) compared with the Queensland average (16.8% and 24.7% respectively) (ABS 2025).

Dwelling stock in 2021 was limited to 213 dwellings, with relatively low occupancy and home ownership rates and a higher proportion of rented dwellings. As of February 2026, the rental market is extremely tight, with a vacancy rate of only 0.3% (SQM Research, 2026).

The labour force in 2021 was small - 137 persons, with a participation rate of 62.6% and an unemployment rate of 8.0%, compared with Queensland averages of 61.6% and 5.4% respectively. The First Nations labour force comprised 24 persons, with a participation rate of 57.1% and unemployment rate of 20.8%. Employment is primarily concentrated in local government administration (34.9%), followed by agriculture (beef and cattle farming), road and bridge construction, followed by primary education. While the economy is primarily driven by agriculture (cattle grazing), it is also supported by tourism and public administration. The Croydon LGA economy generated an estimated output of $43.35 million in 2024 (REPLAN 2026).

As of June 2025, a limited number of businesses were actively trading in Croydon LGA (35 businesses) (ABS, 2025). The industry with the largest number of registered businesses in June 2025 was agriculture, forestry and fishing, accounting for 42.1% of businesses in Croydon LGA, followed by the construction industry with 23.7% (QGSO, 2026). There are limited services and amenities available in Croydon. Emergency services are largely staffed by volunteers.

20.3.4.2 Regional service centres

Normanton

Normanton is the main administrative centre in Carpentaria Shire LGA. In 2024, it had an estimated population of 1,414. The median age was 31 years, with a high proportion of young people aged under 25 (QGSO, 2026). Around 60% of residents identified as Aboriginal and/or Torres Strait Islander and household structure includes a high proportion of one-parent families (about one-third of all families) in comparison to Queensland.

Homeownership in Normanton is low with Carpentaria Shire Council, Bynoe (community housing provider), Gidgee Healing and the State Government representing the major property owners (Carpentaria Shire Council 2022). Latest vacancy data indicates an extremely tight rental market in Normanton with a vacancy rate near/at 0.0% in February 2026 (SQM Research 2026).

The labour force was 529 persons in 2021, with unemployment at 10.2% (above the Queensland average of 5.4%). Key employment sectors included local government administration, education, health-related services, with additional employment links to nearby mining operations.

Richmond

Richmond is a rural town and the administrative centre of the Richmond Shire LGA. Richmond LGA had a population of 467 in 2024, with a median age of 38 years (QGSO 2026). Around 10% identified as Aboriginal and Torres Strait Islander.

Most residents live in separate houses with around two-thirds of all dwellings either owned or mortgaged. As has been the statistic in regional areas around the Project, the rental market is extremely tight with ~0.0% vacancy reported in February 2026.

The labour force showed strong participation (65.3%) and low unemployment (1.7%) relative to Queensland (61.6% and 5.4% respectively). Key employment sectors included local government administration, agriculture (beef cattle) and education.

Townsville

Townsville is a city located within the City of Townsville LGA and a key regional population and service centre for North Queensland. As of 2024, Townsville had a population of 183,126. Townsville has a relatively young profile (median age 36) and higher proportions of youth, families with children, Aboriginal and Torres Strait Islander residents and lone-person households compared to Queensland (ABS 2021).

The city has a strong labour market (63.9% participation, 5.2% unemployment) when compared to Queensland, with key industries including mining, agriculture, health, education, defence, and retail. As a major regional hub, Townsville provides extensive services, amenities, and infrastructure, including hospitals, schools, an airport, and a major port. Housing is a mix of houses and apartments, with around 58% home ownership and a tight rental market (1.8% vacancy in 2026). Key infrastructure in Townsville include a major regional airport (domestic flights only) and the largest port in Northern Australia.

Cairns

Cairns is a city located within the Cairns Regional Council LGA and a key regional population and service centre for the Tropical North Queensland and Cape York regions. As of 2024, Cairns has a population of 162,960, with a slightly older, working-age profile (median age 39) and, in comparison to Queensland, higher proportions of one-parent families, Aboriginal and Torres Strait Islander residents, and lone or group households (ABS 2021).

The housing market comprises of primarily separate houses and apartments, with about 60% home ownership and a very tight rental market (0.8% vacancy in 2026), tighter than many parts of Queensland (SQM Research 2026). The labour market is relatively strong, with slightly higher participation (62.6%) but also slightly higher unemployment (5.8%) compared to Queensland. Tourism dominates the economy, supported by sectors like health, education, construction, and aviation. As a major regional hub, Cairns provides extensive services and infrastructure, including hospitals, schools, a major airport and port, and a wide range of community and recreational facilities.

Regional study areas

The regional study area comprises the three LGAs of Croydon, Carpentaria and Richmond, covering a total land area of approximately 120,200 km^2 .

In 2024, the regional study area was sparsely populated with a small estimated resident population of 3,287 persons. Limited population growth is projected for the study area, with an estimated population of 3,545 residents by 2046 reflecting an average annual growth rate of 0.4% which is significantly lower than the 1.4% anticipated for Queensland as a whole (QGSO 2026).

The regional study area has a younger population (median age 35), with more youth, higher proportions of Aboriginal and Torres Strait Islander residents (32.1%), one-parent and lone-person households, and more families without children when compared to Queensland.

The top three industries of employment for the regional study area are agriculture, forestry and fishing (accounting for 27.0% of employed persons), public administration and safety (14.7% of employed persons), and education and training (8.5% of employed persons). Latest quarterly labour market estimates indicate a relatively small labour force (1,481 persons) and a high rate of unemployment (9.7% compared to Queensland's 4.0%) in the regional study area during September 2025 quarter (QGSO 2026).

20.3.4.3 Social infrastructure

Education facilities, recreation, leisure and cultural amenities, as well as regional infrastructure and services, have been considered in the SIA for the local and regional areas.

The Croydon Shire Council is a small, historic town in Far North Queensland, Australia, centred on 1880s gold rush history, pastoral industries, and outback tourism. It offers unique heritage sites and tourism experiences such as the erstwhile and still operational Gulflander train service from Croydon to Normanton. Services and amenities hosted within the township of Croydon are limited, but include a health service, police station (open limited hours), ambulance vehicle, and a rural fire brigade and State Emergency Service (SES) unit staffed largely by volunteers. The primary education provider in Croydon is the Croydon State School. In addition, there is also a hotel, roadhouse, caravan park, cafés, a small supermarket and heritage precinct at Croydon. Lake Belmore is also a key natural and recreation asset for the town.

Services and amenities hosted in Normanton include a hospital and medical centre, pharmacy, primary and secondary schools, an airport, emergency services (police, ambulance, fire and rescue), aged care service, early childhood facility, grocery store and supermarket, indoor and outdoor recreation facilities, short-term and workforce accommodation options, and a small range of community facilities and services.

Services and amenities hosted in Richmond include a multipurpose health service and pharmacy, an airport, railway station, emergency services (police and fire and rescue), a state school (primary/secondary), petrol stations, early childhood facility, short-term accommodation options, small supermarket, and a small range of community facilities and services.

Townsville and Cairns both provide public and private primary and secondary schools and tertiary education facilities. As major regional service hubs, they host a wide range of essential services, including hospitals and medical facilities, emergency services, early childhood and aged care services, retail and entertainment precincts, recreation facilities, short-term accommodation and community services. Key infrastructure in Townsville include a major, regional airport (domestic flights only) and the largest port in Northern Australia. Cairns has both a domestic as well as international airport and port facilities, acting as a key administrative and service centre for far North Queensland.

20.3.4.4 Community values

The residents of Croydon take pride in their identity and way of life, coming together through community events that celebrate bush living. The community is welcoming to newcomers, with local groups playing an active role in shaping and supporting community life. Croydon Shire Council provides strong leadership and reliable services, maintaining financial stability and good governance. Land use decisions are made carefully to protect the area's natural environment, culture, community wellbeing, and overall quality of life (Croydon Shire Council 2022).

The regional LGAs in the study area form part of the Gulf Savannah region. Overall, the region values a community-driven lifestyle grounded in environmental stewardship, cultural respect and resilience. Communities prioritise protecting natural ecosystems, supporting sustainable agriculture and strengthening local economies while working collaboratively across Indigenous groups, landholders and the resources industries. As an isolated and remote region, there is a strong emphasis on local decision-making, maintaining cultural heritage and building resilience through improved infrastructure, safety, and regional cooperation (Gulf Savannah NRM 2026).

20.3.5 Potential impacts

The Project has the potential for positive benefits and negative impacts on the social environment of the study areas during the lifecycle of the Project The assessment of impacts considered the Project legislative context (Section 20.2), social baseline (Section 20.3.4.1) and community engagement (Section 20.3.3.). A summary of key findings from SIA community engagement and broader consultations are detailed below:

- There is some awareness about the Project within the Croydon community and desire that this is broadened through more Project engagement;
- In general, the Croydon community is supportive of the Project and progress at Esmeralda Station;
- Accessibility and economic activity at Croydon and the broader region is periodically affected by seasonal flooding;
- Local people want to see local benefits. Stakeholders engaged for the SIA acknowledged that the Project is distant from Croydon yet still expect to see benefits for the town;
- There is a desire for the Proponent to proactively facilitate opportunities for interaction of the Project with the town of Croydon. This may include local employment or business opportunities, or interaction of the workforce with the town (e.g. through bussing of the workforce into town for events or other occasions);
- Stakeholders in Croydon and Normanton want training and local employment opportunities. In particular opportunities for young people, First Nations, and those seeking career or employment changes. This could be supported through training, employment support services and labour hire in Normanton to connect local people to the Project's employment opportunities.
- There is a limited number of businesses in Croydon (machinery operators, quarry, tyre businesses etc.) that could supply services to the Project. There is a greater number of businesses in Normanton that may be able to supply relevant services. Local or regional businesses could also develop over time to meet the needs of the Project;
- There is concern about existing housing constraints in Croydon and the broader region including Normanton. Stakeholders noted the difficulty in attaining rental accommodation and the implications this has for attracting and maintaining workers in the region. Despite this, the potential for the Project to draw people to the town of Croydon was highly valued.
- The Project will need to be largely self-sufficient for health and emergency responses. Drawing on local services would result in loss of access for locals due to resource constraints and long travel distance considerations;
- There are key risks associated with the road network in the region, principally relating to limited access due to flooding, and dangers of wildlife and unsealed roads. The potential for the Project to contribute to road improvements along the Richmond-Croydon Road was seen as a key Project benefit.
- High level of interest was expressed in the potential for community investment. There are many community organisations in town that could benefit from the same.
- Suggested engagement mechanisms for the Project included having an open forum or BBQ or any other mode of engagement that allows Project personnel to talk to local people in a relaxed setting.

The SIA (Appendix O) and broader engagement identified the following social values and Project activities that are key social impact matters for the Project;

- workforce management;
- housing and accommodation;
- local business and industry procurement;
- health and community wellbeing;
- mine closure;
- cultural heritage; and

- environmental impacts.

Potentially affected stakeholders for each matter have been identified. Impacts on these stakeholders have been categorised as having either a potentially positive impact or negative impact, with each impact subsequently assessed as having either a negligible, low, medium or high-level of impact. The level of impact is based on the impact significant matrix from the New South Wales Technical Supplement Social Impact Assessment Guideline for State Significant Projects (DPHI 2025) and is shown below in Table 20-2.

Table 20-2: Social impact significance assessment matrix

Likelihood level	Magnitude				
	Minimal	Minor	Moderate	Major	Transformational
Almost certain	Low	Medium	High	Very High	Very High
Likely	Low	Medium	High	High	Very High
Possible	Low	Low	Medium	High	High
Unlikely	Negligible	Low	Low	Medium	High
Very unlikely	Negligible	Negligible	Low	Medium	Medium

A summary of the results of this process is provided in Table 20-3 along with proposed mitigation and benefit enhancement measures corresponding to each impact, which were also informed by stakeholder insights during SIA engagement activities.

Table 20-3: Summary of Project social impacts

Social impact	Nature	Risk rating (with current controls)	Stakeholders	Mitigation/Opportunity	Residual Risk Rating (with additional controls)
Workforce management					
Increase in employment opportunities (Construction and Operations)	Positive	Low	• Local community of Croydon, Normanton and Richmond, Including First Nations residents • Regional service centres of Cairns and Townsville • Croydon and Richmond Shire Council	• Further develop and implement manage measures in the Workforce Management Plan including: ○ Recruitment hierarchy prioritising employment in the following order: Croydon LGA residents; Carpentaria and Richmond LGA residents; broader North and North West Queensland residents; rest of Queensland. ○ Staggered recruitment advertising and use of various channels to promote Project opportunities (e.g., Jobs North West, Project website, local noticeboards/newsletters, etc). ○ Collaborate with construction and principal operations contractor to deliver apprenticeships and/or traineeships (contracting expectation). • Collaborate with employment and training providers to facilitate access to Project opportunities (e.g., school and industry-based partnerships, strategies to reduce First Nations employment barriers, etc).Regularly and transparently monitor groundwater impact throughout the life of the Project.	Medium
Increase in training and skills development opportunities (Operations)	Positive	High	• Croydon, Normanton and Richmond community (including First Nations residents) • Training and education providers (regional service centres)		Medium
Increase in workforce health, safety and well-being risk factors	Negative	High	• Project workforce • Health and emergency service providers in Croydon and regional service centres Landholders	• Establish Health and Safety Management System for the Project with workforce health and safety provisions including: ○ Relevant Project policies and protocols (i.e., fatigue management, site inductions and training, pre-	Medium

Social impact	Nature	Risk rating (with current controls)	Stakeholders	Mitigation/Opportunity	Residual Risk Rating (with additional controls)
(Construction and Operations)				starts/toolbox meetings, safety and operational protocols, remote work etc). ○ Workforce Code of Conduct – Project site, on road, in community. ○ Provision of mental health support service on-site (e.g., digital mental health service, employee assistance program, etc) ○ On-site first aid facility with dedicated advanced first aid qualified personnel. ○ Explore carpooling arrangements and journey management protocols for DIDO workforce. • Develop a detailed emergency response plan for the Project in collaboration with local and regional health and emergency service providers (i.e., RFDS, SES, QPS, RFB) including onsite response capacity/resource, training, and protocols). • Provide workforce with a self-sufficient and well-equipped onsite accommodation village including recreational facilities, health and safety provisions, catering and communications. • Ongoing engagement with health and emergency service providers on Project development including advance notice of workforce mobilisation or changes.	
Impact on workforce wellbeing from redundancies due to ramp down and closure	Negative	Moderate	• Project workforce • Local government • State government	• Regular engagement with key stakeholders throughout Project lifecycle including advance notice of Project closure schedule and planned transition activities. • Collaboration with state and local governments regarding workforce impacts due to mine closure.	Low

Social impact	Nature	Risk rating (with current controls)	Stakeholders	Mitigation/Opportunity	Residual Risk Rating (with additional controls)
Housing and accommodation					
Increase in demand on local short-term accommodation affecting accessibility by other users (Pre-construction)	Negative	Low	• Accommodation providers in Croydon • Tourists/visitors	• Further develop and implement management measures in the Housing and Accommodation Plan including: ○ Provision of temporary mobile accommodation on-site during site establishment. ○ Provision of a self-sufficient and well-equipped onsite accommodation village including recreational facilities, health and safety provisions, catering and communications. ○ Engagement with short-term accommodation providers in Croydon on any potential Project accommodation requirements. • Regular engagement with Croydon Shire Council to monitor Project workforce demand on local housing and proactively address any emerging issues. • Ongoing engagement with community and stakeholders on Project development including advance notice of workforce mobilisation or changes.	Negligible
Additional economic opportunities for short-term accommodation providers (Pre-construction)	Positive	Low	• Accommodation providers in Croydon		Low
Decrease in local housing availability and affordability due to demand from relocating Project workforce (operations)	Negative	Medium	• Croydon community • Croydon Shire Council		Low
Local business and industry procurement					

Social impact	Nature	Risk rating (with current controls)	Stakeholders	Mitigation/Opportunity	Residual Risk Rating (with additional controls)
Increase in supply and procurement opportunities (Construction)	Positive	Low (construction phase) Medium (operations phase)	• Croydon businesses and industry • Croydon Shire Council • Businesses and industry groups – regional service centres • First Nations businesses	• Further develop and implement management measures in the Local Business and Industry Procurement Plan including: ○ Establish and maintain a local and regional business register. ○ Host supplier briefing and tender information sessions in Croydon and nearby regional service centres. ○ Embed Proponent expectations and strategies around local and First Nations content into the Project's contracting model. ○ Collaborate with relevant state government agencies and business and industry groups to support delivery of tender readiness and business capacity building programs, including targeted programs to support First Nations business participation. ○ Advance notice of Project supply requirements and tendering opportunities through various channels (e.g., Project website, local noticeboards/networks). ○ Assign higher preference weighting to local businesses and First Nations businesses in competitive bidding processes. • Explore opportunities to break down large work packages and provide small-to-medium friendly payment terms (where appropriate) to support local business participation.	Medium
Increase in industry diversification (Operations)	Positive	Medium	• Croydon Shire Council • Croydon community • State government		Medium
Increase in economic activity for businesses (Operations)	Positive	Low	• Croydon businesses • Richmond and Normanton businesses	• Provide opportunities for workforce interaction with Croydon town (e.g., monthly bus into town, attendance at local events, etc). • Regular engagement with community and stakeholders on Project development including advance notice of workforce mobilisation or changes.	Low

Social impact	Nature	Risk rating (with current controls)	Stakeholders	Mitigation/Opportunity	Residual Risk Rating (with additional controls)
Increase in labour draw and competition for other businesses (Construction and Operations)	Negative	Medium	• Croydon businesses and service providers • Croydon Shire Council • Businesses and industry – regional service centres	• Further develop and implement training and skills development measures from the Workforce Management Plan. • Monitor and understand changes in local workforce availability and staffing level in collaboration with council, local businesses, and essential service providers. • Regular engagement with community and stakeholders on Project development including advance notice of workforce mobilisation or changes.	Low
Health and community wellbeing					
Increase in demand for health and emergency services contributing to service provision disruptions to for existing residents (Construction and Operations)	Negative	Medium	• Health and emergency services – Croydon and regional service centres • Croydon community	• Establish and promote Project complaints and feedback process. • Establish Health and Safety Management System for the Project with workforce health and safety provisions including: ○ Policies/protocol relevant to Project (i.e., fatigue management, site inductions and training, pre-starts/toolbox meetings, safety and operational protocols, remote work etc). ○ Workforce Code of Conduct – Project site, on road, in community. ○ Provision of mental health support service on-site (e.g., tele-mental health, employee assistance program, etc) ○ On-site first aid/medical facility with dedicated paramedic or nurse. • Develop detailed incident/emergency response plan for the Project in collaboration with local and regional emergency	Low

Social impact	Nature	Risk rating (with current controls)	Stakeholders	Mitigation/Opportunity	Residual Risk Rating (with additional controls)
				service providers (including onsite response capacity/resource, training, protocols) • Provide workforce with a self-sufficient and well-equipped onsite accommodation village including recreational facilities, health and safety provisions, catering and communications. • Ongoing engagement with emergency service providers on Project development including advance notice of workforce mobilisation or changes.	
Increase in road safety risks (e.g., accidents, road condition deterioration, etc) (Construction and Operations)	Negative	High	• Residents along transport route – Croydon and Richmond LGA • Health and emergency service providers • Croydon Shire Council • Richmond Shire Council	• Implement management measures identified in the Traffic Impact Assessment and subsequent management plans to be developed (e.g., Traffic Management Plan, Road Use Management Plan • Enter into infrastructure agreements with both local governments prior to commencement of construction. • Explore carpooling options for DIDO workforce. • Advance notice of key Project transport movements and anticipated disruptions (e.g., text message alert, notice on council and Project website). • Establish and promote Project complaints and feedback process.	Medium
Improved access and connectivity (Construction and Operations)	Positive	Low	• Croydon and Richmond community		Medium
Changes to cultural heritage value (Construction and Operations)	Negative	Medium	• Traditional Owners • Tagalaka Aboriginal Corporation	• Implement CHMP agreed for the Project. • Ongoing engagement with Tagalaka Aboriginal Corporation throughout Project lifecycle including advance notice of key Project activities. • explore opportunities for Tagalaka Ranger involvement in cultural heritage / environmental management activities for the Project where feasible.	Low
Changes to ecological / environmental values	Negative	Medium	• Croydon community • Croydon Shire Council • State government agencies • Traditional Owners	• Implement management measures identified in relevant environmental assessments and subsequent management plans to be developed for construction, operations and	Low

Social impact	Nature	Risk rating (with current controls)	Stakeholders	Mitigation/Opportunity	Residual Risk Rating (with additional controls)
(Construction, Operations and Decommissioning)			• Tagalaka Aboriginal Corporation	decommissioning (including the Progressive Rehabilitation and Closure Plan). • Continue engaging with relevant stakeholders (e.g., local government, Tagalaka Aboriginal Corporation, landholders, etc) throughout the progressive rehabilitation and closure planning process.	
Disruptions to surrounding amenity (Operations)	Negative	Low	• Landholders – Esmeralda station and neighbours	• Establish and promote Project complaints and feedback process. • Implement management measures identified in relevant environmental assessment and subsequent management plans to be developed for construction and operations. • Regular engagement with stakeholders on Project development and advance notice of key Project activities including workforce mobilisation and key transport movement and anticipated disruptions	Low
Support overall socio-economic wellbeing of Croydon (Operations)	Positive	Low	• Croydon community • Croydon Shire Council	• Establish a Community Support Program (annual budget of up to $25,000) to support community initiatives and/or programs and local community groups. • Provide opportunities for workforce interaction with Croydon community (e.g., monthly bus into town, attendance at local event, etc). • Explore partnerships with community groups and service providers to support community initiatives and/or programs, including in-kind support opportunities. • Establish and promote Project complaints and feedback process.	High
Support increase in resident population (Operations)	Positive	Low	• Croydon community • Croydon Shire Council	• Develop and implement a live local policy for the Project with incentives (e.g., relocation allowance, wage incentives, flexible rostering, etc)	Low

Social impact	Nature	Risk rating (with current controls)	Stakeholders	Mitigation/Opportunity	Residual Risk Rating (with additional controls)
Community scepticism and apathy towards Project (Pre-construction)	Negative	Medium	• Croydon community	• Further develop and implement engagement activities in line with the Community and Stakeholder Engagement Plan for Project construction and operations. • Regular engagement with community and stakeholders on Project development including upcoming activities and key milestones. • Establish and promote Project complaints and feedback process. • Establish a Community Benefit Fund/Program of up to $tbc per annum to support local community groups and initiatives.	Low

20.3.6 Cumulative social impacts

A community may experience cumulative social impacts when experiencing effects of combined impacts from multiple projects occurring in a similar timeframe in a particular location. Historically, many large resource projects approved or currently undergoing assessment in a regional area exhibit this trend.

Hence, the potential for cumulative impacts of the Project were also considered in the SIA, taking other resource projects in Croydon, Carpentaria and Richmond LGAs into account. These other resource projects will have likely overlaps with the Project construction and operation phases.

With the limited public information available about other projects, Table 20-4 summarises/lists other projects that may contribute to potential cumulative social impacts.

Positive cumulative impacts are very likely in terms of increased employment and opportunities for training and skills development. The Croydon LGA in particular will have significant changes to the employment landscape due to the presence of the Croydon Gold Mine at the edge of Croydon township. The construction and operation of proposed Projects will enhance potential opportunities and benefits arising from improved infrastructure investment, enhanced services supported by funding, and local employment and procurement opportunities.

Potentially negative cumulative impacts for the local and regional areas include an increased demand in short-term accommodation and housing along with emergency and health services. Increase in the resident population size may also impact road safety along both the Richmond-Croydon Road and the Flinders Highway.

Table 20-4: Regional projects likely to contribute to potential cumulative social impacts

Project	Proponent	Project status	Workforce requirement
Croydon LGA			
Croydon Gold Mine	Jubilee Metals	Construction and operations	50 (construction) 77 (operations)
Carpentaria LGA			
None identified			
Richmond LGA			
Big Vein South Gold Project	Strategic Minerals Corporation Pty Ltd	Progressing approvals Construction start date in Q2 2027	980 (construction) 380 (operations)
Richmond-Julia Creek Vanadium Project	Richmond Vanadium Technology Limited	EIS process Construction start date: 2027	300 (construction) 200 (operations)

The SIA concluded that provided the potential impacts of the Project are suitably managed through the implementation of management strategies for workforce management, housing and accommodation, local business and procurement, health and community wellbeing and stakeholder engagement; any cumulative impacts are considered to be manageable.

Cumulative impacts are described in the SIA (Appendix O) and are summarised in Table 20-5.

Table 20-5: Cumulative impacts of the Project on social values

Impact category	Cumulative impact	Description
Workforce management		
Employment	Increase in employment opportunities	Within the Croydon LGA, there is the potential for significant changes to the employment landscape, for local people and new residents. This will particularly be due to the presence of the Croydon Gold Mine, located just on the edge of town. Within the broader region, there is also potential for increased employment opportunity, diversity and choice.
Training	Increase in training and skills development opportunities	These projects will bring about increased training opportunities, particularly during the operations phases. This may include potential for increased apprenticeships and other training pathways.
Housing and accommodation		
Temporary accommodation	Increase in demand on local short-term accommodation	Within Croydon and the broader region, it is likely that there will be increased demand for local short-term accommodation with the construction and operational phases of the proposed projects. This may impact on the accessibility of short-term accommodation for tourists / visitors.
Housing	Increase in demand for local housing	Within Croydon and the broader region, it is possible that there will be increased demand for housing with the construction and operational phases of the proposed projects.
Local business and industry procurement		
Procurement and business activity	Increase in procurement and industry diversification opportunities	Construction and operation of the proposed projects will engender increases in procurement opportunities for local, regional and First Nations businesses. This will likely support economic development in the region and provides potential opportunity for diversification for existing or emerging businesses.
	Increase in economic activity	Within Croydon, with the increase in transient population within the town, there is potential for increased economic activity for local businesses, during the construction and operations phases. More broadly, the projects will bring about increased economic activity for businesses within the region.
Competition for labour	Increase in labour draw and competition for other businesses	Within Croydon and the broader region, given the increased employment opportunities, it is likely that this may engender increased competition for labour. For Croydon, this is likely to be due to the employment opportunities generated by the Croydon Gold Mine (given the opportunity to work at that mine without the need to be accommodated at on site camp).
Health and community wellbeing		
Social infrastructure	Increase in demand for health and emergency services	Within Croydon and the broader region, there may be potential for increased demand on health and emergency services during the construction and operations phases of the proposed projects.
Roads	Increase in road safety risks (e.g., accidents, road condition deterioration, etc)	There may be potential for increased road safety risks with the increased vehicle movements associated with the proposed projects. This may be experienced along both the Richmond-Croydon Road and the Flinders Highway.
	Improved access and connectivity	There is potential for cumulative improvements to the road network, particularly along the Richmond-Croydon Road.

Impact category	Cumulative impact	Description
Environment	Changes to environmental values	There may be potential for increased concern about or changes to environmental values in the region.
Population	Increase in resident population	Within Croydon and the broader region, there is potential for resident population increases with the increases in employment opportunities.
Community benefit	Increase in community support / benefit opportunities	Within Croydon and the Richmond LGA, there is potential for cumulative benefits due to the proposed projects.

The Proponent will engage with the relevant shire councils and Department of Transport and Main Roads (DTMR) and other relevant developers in the region to implement management strategies in order to avoid and manage potential cumulative effects. The management and mitigation measures have been detailed in the Social Impact Management Plans (SIMP, Appendix J).

20.4 Mitigation and management measures

The Proponent along with their partners will be responsible for the Social Impact Management Plan (SIMP) and the implementation and monitoring of all subordinate plans within the SIMP. The SIMP is consistent with safety and health management systems. These subordinate plans include a:

- Workforce management plan;
- Housing and accommodation plan;
- Local business and industry procurement plan;
- Health and community wellbeing plan; and
- Community stakeholder and engagement plan.

The management measures outlined in the subordinate plans specifically address social impacts but also include measures from other technical assessments undertaken for the Project, where relevant. There are inter-linkages between the sub-plans and in particular, all link to the CSEP.

20.4.1 Safety and health management systems

The Project will comply with all relevant mine safety, health legislation and industry standards. A Safety and Health Management System (SHMS) has been established, supported by policies on key risks and workplace practices. The system will include measures to support workforce safety, health, and wellbeing. A few measures are outlined below:

- The Proponent will provide mental health support through an EAP and other industry and public programs.
- An Emergency Response Plan (ERP) will be developed with authorities, covering key risks, procedures, and onsite response capabilities.
- A first-aid facility will be established onsite and include dedicated first aid qualified personnel to support the workforce throughout the life of Project.
- A Workforce Code of Conduct will set expected behaviour standards and apply to all workers, with consequences for non-compliance.

20.4.2 Workforce management plan

The Workforce Management Plan has been developed for the Project with the objectives of management and monitoring of identified social impacts associated with the workforce during the construction and operational phases of the Project. The key objectives of the plan are:

- maximise employment opportunities and recruitment of residents from Croydon and the broader region where practical;
- maximise training and skills development opportunities for residents in Croydon and the broader region; and
- support the health, safety and wellbeing of the Project workforce.

While preference will be given to recruiting employees for the Project from local and regional communities, however, given the Project's remote location and size of the proposed construction and operation workforces, a proportion may need to be sourced more broadly. However, a recruitment hierarchy will be followed to prioritise:

1) Local residents of Croydon LGA.
2) People from the surrounding regions of Carpentaria and Richmond LGAs.
3) People from broader North and North West Queensland.
4) Residents from elsewhere in Queensland.

The Proponent is committed towards achieving the following aspirational targets for local and regional employment:

- 10% of construction workforce comprising residents of Croydon and Normanton; and
- 10% of peak operations workforce comprising residents of Croydon, Carpentaria, and Richmond LGAs (including relocating workers).

Recruitment advertising will reflect this hierarchy and will prioritise local and regional engagement through local communication channels such as local noticeboards, community newsletters and the Jobs North West Queensland platform. Advance notice provided to regional employment and training providers like Gulf Regional Services will be provided. A dedicated Project website page for employment opportunities will be established along with usage of major employment platforms like SEEK and LinkedIn will be used to advertise employment opportunities during construction and operations.

20.4.2.1 Training and skills development program

The Proponent will work with the principal contractor to deliver apprenticeships/traineeships and promote training opportunities, including on-the-job mentoring. Similar to employment opportunities, training and skills development opportunities will be advertised and promoted through the Project website as well as established local and regional platforms.

The Proponent will collaborate with existing regional training and education providers to address skills gaps and collaborate accordingly to develop relevant programs or identify potential opportunities for industry-based partnerships such as graduate programs and work experience internships.

The Workforce Management Plan, including applicable stakeholders and monitoring and performance indicators, is presented in Table 20-6.

Table 20-6: Management and monitoring – Workforce management plan (Appendix J)

Engagement action	Management measure	Stakeholders/ Potential partnerships	Timing	Monitoring			
				Desired outcome	**Performance indicator**	**Data source**	**Frequency**
• Increase in employment opportunities	Recruitment hierarchy	• Croydon LGA residents • Carpentaria and Richmond LGA residents	All Project phases	Project employs residents from Croydon, Carpentaria, and Richmond LGAs	10% of construction workforce comprising residents of Croydon and Normanton. 5% of construction workforce comprises First Nations residents of Croydon and Normantion. 10% of peak operations workforce comprising residents of Croydon, Carpentaria and Richmond LGAs. 5% of peak operations workforce comprises First Nations residents of Croydon, Carpentaria, and Richmond LGAs.	• HR records	Annually during construction and operation
• Increase in training and skills development opportunities	Apprenticeships and/or traineeships	• Job seekers and high schoolers about to leave school	Construction and operations	Project provides opportunities to apprentices and trainees	1-2 apprentices and trainees engaged annually	• HR records	Annually during construction and operation
• Increase in workforce health, safety and well-being risk factors	Project Health and Safety Management System	• Proponent workforce	All Project phases	Worker health and safety supported and maintained	Number of reported health and safety incidents	• Workplace health and safety records	Quarterly during construction and operation

Engagement action	Management measure	Stakeholders/ Potential partnerships	Timing	Monitoring			
				Desired outcome	**Performance indicator**	**Data source**	**Frequency**
	Detailed emergency response plan for the Project	• Proponent workforce	Pre-construction		Emergency response plan developed in consultation with health and emergency services	• Environmental management system • Stakeholder engagement records	Once, 3 months prior to construction
	Self-sufficient and well-equipped onsite accommodation village	• Proponent workforce	Construction and operations		Accommodation village meets or exceeds workplace health and safety standards	• Environmental management system	Six monthly during construction and operation
• Impact on workforce wellbeing from redundancies	Mine closure planning	• Employees	Operations		Workers are satisfied with mine closure planning process	• Workforce survey	Six monthly from Year 48 of operation

20.4.3 Housing and accommodation plan

A Housing and Accommodation Plan (HAP) has been developed for the Project, with the objectives of ensuring Project housing and accommodation arrangements The key objectives of the HAP are:

- minimise potential Project impacts on local housing availability and affordability in Croydon;
- manage Project demand on local short-term accommodation; and
- provide Project workforce with high-quality onsite accommodation that does not contribute towards excessive burden on existing infrastructure, facilities and services used by local and regional communities.

20.4.3.1 On-site accommodation village

To avoid contributing to significant impacts on housing affordability in Croydon and the surrounding area, and given the Project's remote location, onsite accommodation will be provided for the Project workforce. The accommodation village is designed to house up to 200 workers during peak construction times and 100 individuals during operations. It will be fully self-contained, including ensuite sleeping quarters and feature fully-serviced kitchen facilities, site offices, first aid rooms, recreation facilities, self-service laundry facility, cleaning services and access to internet and Wi-Fi. A sewage treatment plant will be constructed on-site. The Project will also be supplied by an onsite solar farm and energy storage system with diesel generators as back-up.

20.4.3.2 Monitoring local housing and accommodation

Over the Project's long operational life, some workers may choose to relocate to Croydon or nearby communities, though numbers are expected to be low based on similar projects. During recruitment, the Proponent and/or principal contractor will assess relocation interest and housing needs. The Proponent will continue to monitor workforce demand and local housing conditions in consultation with Croydon Shire Council and address any identified impacts collaboratively. Additionally, aligned with the CSEP, the Proponent will engage with the local community and provide advance notice of workforce changes throughout the Project.

The HAP, including applicable stakeholders and monitoring and performance indicators, is presented in Table 20-7.

Table 20-7: Management and monitoring – Housing and accommodation plan (Appendix J)

Engagement action	Management measure	Stakeholders/ Potential partnerships	Timing	Monitoring			
				Desired outcome	**Performance indicator**	**Data source**	**Frequency**
• Increase in demand on local short-term accommodation affecting accessibility by other users	Onsite accommodation village	• Accommodation providers in Croydon • Tourists/visitors	Construction and Operations	Minimise workforce demand on local short-term accommodation	Workforce accommodated in the on-site camp	• HR records	Six monthly during construction and operation
• Decrease in local housing availability and affordability due relocating Project workforce demand	Housing demand monitoring	• Croydon community • Croydon Shire Council	Operations	Avoid workforce impacts on local housing	Number of Project-related emerging housing issues addressed with Croydon Shire Council	• Stakeholder engagement records	Six monthly during construction and operation
• Additional economic opportunities for short-term accommodation providers	Notification of Project accommodation requirements	• Short-term accommodation providers in Croydon	Pre-construction	Short-term accommodation providers benefit from Project demand	Number of workers staying at short-term accommodation	• Local supplier records	Six monthly during construction and operation

20.4.4 Local business and industry procurement plan

A Local Business and Industry Procurement Plan (LBIPP) has been developed for the Project. The key objectives of the plan are to:

- maximise opportunities for competitive and capable local businesses to provide goods and services to the Project;
- build relationships with local businesses to maximise local awareness of supply opportunities; and
- manage any inadvertent labour competition impacts on local businesses.

The Project will provide opportunities for local and regional businesses to participate in its supply chain, contributing to business sustainability and growth, indirect employment and economic development. The plan outlines the Project's approach to identifying how local industry will be encouraged to register as a supplier, prequalify or tender for supply opportunities. The plan aims to maximise benefits for local and regional businesses through measures such as a local and regional business register, targeted engagement with suppliers and supporting local contracts. The Project's business register will allow businesses to express interest and submit their details via the Project website from the pre-construction phase.

Local and First Nations businesses will have a higher preference weighting in competitive bidding processes. Targeted engagement will include supplier briefings and tender sessions in local centres, along with advance notice of supply opportunities shared through the Project website, local notice boards and networks like the Gulf Savannah Development channel.

The Proponent will continue to collaborate with relevant state government agencies, businesses and industry groups to deliver tenders and business capacity building programs, including targeted programs to support First Nations business participation. The Proponent will also facilitate opportunities for the workforce to interact with the Croydon community through supporting local businesses, including organised monthly town trips and participation in local events.

The Proponent will collaborate with the Croydon Shire Council, local businesses, and essential service providers to monitor and understand changes in the local labour market to understand local workforce availability and staffing levels. Monitoring will commence in construction and continue throughout operation

The LBIPP, including applicable stakeholders and monitoring and performance indicators, is presented in Table 20-8.

Table 20-8: Management and monitoring – Local business and industry procurement plan (Appendix J)

Engagement action	Management measure	Stakeholders/ Potential partnerships	Timing	Monitoring			
				Desired outcome	**Performance indicator**	**Data source**	**Frequency**
• Increase in supply and procurement opportunities	Local and regional content strategy and capacity building	• Local and regional businesses • First Nations-owned businesses	Pre-construction, construction and operations	Maximise benefits for local and regional businesses	Proportion and value of contracts awarded to businesses based in Croydon LGA, Carpentaria LGA and Richmond LGA	• Procurement records • Supplier register	Six monthly during construction and operation
• Increase in industry diversification					Number of local businesses participating in Proponent delivered/involved capacity building programs/sessions	• Stakeholder engagement records	Annually during pre-construction and construction
• Increase in economic activity for businesses	Workforce interaction with Croydon community	• Croydon businesses	Construction and operations		Number of coordinated visits to Croydon town	• Workplace health and safety records	Six monthly during construction and operation
• Increase in labour draw and competition for other businesses	Labour market monitoring	• Local governments • Local and regional businesses • Essential service providers	Construction and Operations	Minimise labour draw and competition	Number of engagements with local governments, local and regional businesses and essential service providers	• Stakeholder engagement register	Six monthly during construction and operation

20.4.5 Health and community wellbeing plan

A Health and Community Wellbeing Plan (HCWP) has been developed for the Project in consultation with key stakeholders. The purpose of the plan is to monitor and manage identified physical and mental health impacts and ensure the continued socio-cultural, environmental and economic well-being of the communities impacted by the Project lifecycle.

The key objectives of the Health and community wellbeing plan are:

- Minimise adverse impacts on the level of service provision of existing services, facilities and infrastructure to residents of Croydon and the broader region.
- Mitigate potential health and wellbeing impacts on local communities.
- Contribute towards positive community wellbeing outcomes in Croydon through investment and support of community events, groups and initiatives.

A range of management measures to address the health and community wellbeing associated measures are outlined in the HCWP including traffic and road use, community support, environmental management and cultural heritage.

20.4.5.1 Traffic and road use management

All matters pertaining to management of associated traffic will be done through measures outlined in the Proponent's Workforce Management Plan as part of the internal Safety and Health Management Systems (SHMS). The SHMS will be based on AS/NZS 4801 'Occupational Health and Safety Management Systems' and incorporate risk management elements and practices with clearly defined and measurable objectives. All road safety risks such as safe operations of Project vehicles, particularly heavy haulage, driver awareness training and fatigue management as well as safety procedures when interacting with traffic from local residents, tourists or agriculture-related will be covered by the SHMS adopted by the Proponent. The Proponent will continue to keep the local community informed about transport movements and anticipated disruptions through various communication channels such as text message alerts and notices on the Council and Project website.

20.4.5.2 Community support program

The Proponent is committed to supporting and enhancing the socioeconomic wellbeing of the Croydon community through the Community Support Program with an annual budget of $25,000 to help deliver grants intended to deliver initiatives and programs to support community aspirations. Potential areas for community investment expressed by stakeholders included opportunities to support the youth, education and training opportunities as well as community amenity and infrastructure.

Further, a Live Local Policy will be established to encourage Project workers considering or seeking relocation to Croydon through relocation packages, wage incentives and flexible rostering.

20.4.5.3 Environmental management plans

All Project impacts on environmental values will be monitored and managed in accordance with relevant conditions of approval outlined for the Project. To this end, several management plans such as the Water Management Plan (WMP), the Noise Management Plan (NMP) and the Progressive Rehabilitation and Closure Plan (PRCP) have been developed for implementation. Other relevant management plans for the protection of environmental values have been detailed throughout this EIS.

20.4.5.4 Cultural heritage

Alongside implementing the Cultural Heritage and Management Plan (CHMP), the Proponent will explore opportunities for the Tagalaka Peoples' involvement in cultural heritage and environmental management where relevant and will continue regular engagement with the Tagalaka Aboriginal Corporation throughout the Project, including advance notice of key activities (also detailed in the Community Stakeholder and Engagement Plan).

The Health and Community Wellbeing Plan, including applicable stakeholders and monitoring and performance indicators, is presented in Table 20-9.

Table 20-9: Management and monitoring – Health and community wellbeing plan (Appendix J)

Engagement action	Management measure	Stakeholders/ Potential partnerships	Timing	Monitoring			
				Desired outcome	**Performance indicator**	**Data source**	**Frequency**
• Facilitate open and transparent consultation and engagement with the community and stakeholders	HSMS	• Health and emergency services – Croydon and regional service centres • Croydon community	Pre-construction Construction and operations	Minimise demand on health and emergency services	Number of health and safety incidents involving local health and emergency services	• Workplace health and safety records	Six monthly during construction and operation
• Increase in road safety risks • Improved access and connectivity	HSMS	• Health and emergency services • Croydon Shire Council • Richmond Shire Council	Construction and operations	Minimise road safety risks	Compliance with traffic safety measures as outlined in the HSMS	• Workplace health and safety records • Complaints register	Six monthly during construction and operation
• Changes to cultural heritage value	CHMP	• Tagalaka Aboriginal Corporation	Construction and operations	Minimise Aboriginal cultural heritage impacts	Compliance with cultural heritage management protocols	• Cultural heritage records	As and when required
• Changes to ecological / environmental values	Environmental management plans	• Croydon community • Croydon Shire Council • State government agencies • Traditional Owners	Construction and operations	Minimise environmental impacts	Compliance with environmental management plans	• Environmental management system	Six monthly during construction and operation

Engagement action	Management measure	Stakeholders/ Potential partnerships	Timing	Monitoring			
				Desired outcome	**Performance indicator**	**Data source**	**Frequency**
• Disruptions to surrounding amenity	Environmental management plans	• Landholders – Esmeralda station and neighbours • Residents along transport route – Croydon and Richmond LGA	Construction and operations	Minimise environmental impacts	Compliance with environmental management plans	• Environmental management system	Six monthly during construction and operation
• Support overall socio-economic wellbeing of Croydon	Community Support Program	• Croydon community • Croydon Shire Council	Operations	Project supports community aspirations	Number and total value of sponsorships and in-kind support provided	• Community investment records	Annually during operation
• Community scepticism and apathy towards project			Pre-construction				
• Support increase in resident population	Live local policy	• Croydon community • Croydon Shire Council	operations	Increase in Croydon population	Number of workers who relocate to Croydon LGA	HR records	Annually during operation

20.4.6 Community stakeholder and engagement plan

A Community and Stakeholder Engagement Plan (CSEP) has been developed for the Project's construction and operational phases and is provided in Appendix R. The purpose of the CSEP is to facilitate engagement, consultation and collaboration with stakeholders.

Key objectives of the Community and Stakeholder Engagement Plan are to:

- Deliver and maintain transparent and inclusive community and stakeholder engagement.
- Facilitate further development and implementation of proposed management measures and monitoring of potential social impacts.
- Address stakeholder and community issues and concerns in a timely, consistent, and transparent manner.

A range of engagement mechanisms will be used to consult and engage with the community and stakeholders. Engagement mechanisms include:

- Mediums for receiving community questions and complaints including both face to face and remote methods of consultation (meetings, briefings, letters and emails)
- A website that provides relevant Project information, including:
    - Project information pertaining to stages and current activities;
    - Community and stakeholder engagement opportunities;
    - Businesses supply, tendering and engagement opportunities;
    - Contact details such as email address and phone number;
    - Information regarding training and employment opportunities; and
    - Procedure for lodging, managing and reporting on complaints and grievances.
- A range of stakeholder agreements have been formalised for commitments and project-related impacts:
    - Agreements with landholders
    - A Cultural Heritage Management Plan (CHMP) with the Tagalaka Aboriginal Corporation
    - Infrastructure agreements with Croydon Shire Council, Richmond Shire Council and the Queensland Government Department of Transport and Main Roads (DTMR)

The complaints and grievance procedure will be made available on the Project website. Community members can lodge a complaint or grievance via the Project website, email address or via phone with a Proponent team member. Designated personnel will be responsible for ensuring that all complaints are appropriately investigated, actioned and that information is fed back to the complainant in a timely manner, unless requested to the contrary. Timeframes will be decided depending on the severity of the complaint and will be communicated to complainant accordingly.

Feedback will be sought from stakeholders and processes for incorporating feedback into Project specific management measures will be in place. Stakeholder feedback on the Project will be recorded in the stakeholder engagement register and incorporated into relevant plans, policies, procedures and programs, as relevant. These include as practical:

- consultation on management plans, e.g. emergency and disaster response plans;
- consultation on the community support program;
- regular meetings with key stakeholders;
- complaints and grievance procedure;
- formal processes outlined in stakeholder agreements; and
- SIMP review processes.

In accordance with the *Mineral and Energy Resources (Financial Provisioning) Act 2018* and Community consultation for Progressive Rehabilitation and Closure Plan Information Sheet, the Proponent will continue to engage with key stakeholders on the rehabilitation and eventual closure of the site as outlined in the proposed PRCP.

The Community and Stakeholder Engagement Action Plan, including applicable stakeholders and monitoring and performance indicators, is presented in Table 20-10.

Table 20-10: Community and stakeholder engagement plan (Appendix J)

Engagement action	Stakeholders/ Potential Partnerships	Timing	Monitor		
			Performance Indicator	**Data Source**	**Frequency**
• Establish and maintain Project website, contact details, and complaints and grievance procedure	• All	All Project phases	Website content regularly maintained	• Project website	Annually
• Maintain positive relationships with Traditional Owners	• Tagalaka Aboriginal Corporation	All Project phases	Ongoing, open communication	• Engagement register	In accordance with CHMP
• Build and maintain positive relationships with local governments	• Croydon Shire Council • Normanton Shire Council • Richmond Shire Council	All Project phases	Ongoing, open communication	• Engagement register	Quarterly during pre-construction and construction, annually during operation
• Hold community information sessions	• Croydon community • Normanton community • Richmond community	Pre-construction	Level of Project awareness in communities	• Stakeholder feedback • Website interactions	Half yearly during pre-construction
• Seek inputs on emergency and disaster response plans	• Health and emergency services	Pre-construction	Inputs received from all health and emergency service providers involved	• Engagement register	Once during pre-construction
• Communicate Project schedule and needs including skilled and unskilled workers, services and supplies	• Local businesses • Employment and training services	Pre-construction and construction	Level of Project awareness amongst targeted stakeholders	• Stakeholder feedback • Website interactions	Half yearly during pre-construction and construction
• Promote local employment and local content opportunities and tender requirements	• Local jobseekers • Local businesses	Pre-construction and construction	Number of applicants and tenders received from local communities	• HR records • Tender records • Engagement register	Half yearly during pre-construction and construction

Engagement action	Stakeholders/ Potential Partnerships	Timing	Monitor		
			Performance Indicator	Data Source	Frequency
• Seek community inputs on community support program and initiatives	• All	Pre-construction and construction	Community feedback received	• Engagement register	Annually during pre-construction and construction
• Provide ongoing updates about Project activities including increased traffic volumes, etc.	• All	All Project phases	No complaints received regarding lack of awareness	• Complaints register	Annually during pre-construction, construction, operation and rehabilitation
• Participate in and support community events and initiatives	• Croydon community • Normanton community • Richmond community	All Project phases	Proponent employees participate in and/or support events and initiatives	• Engagement register	Annually during pre-construction, construction, operation and rehabilitation
• Acknowledge and resolve any complaints and grievances	• All	All Project phases	All complaints and grievances resolved within a timely manner	• Complaints register	Annually during pre-construction, construction, operation and rehabilitation
• Seek inputs from interested stakeholders on rehabilitation and closure, if amendments to the PRCP are required	• Interested stakeholders	Pre-construction and construction and operations	Feedback received from interested stakeholders	• Engagement register	Annually during pre-construction, construction, operation
• Notify the community about and promote the community support program	• All	Operations	Community involved with community support program	• Engagement register • Community Support Program reporting	Annually during operation

20.5 SIMP monitoring

To ensure that the Project's social impact management measures remain current and effective, an adaptive approach to monitor and update the implementation of SIMPs will be used throughout the life of the Project. Updates will be made in response to data collected through regular monitoring and reviews.

Monitoring of each management plan will commence pre-construction and continue through the life of the Project. Monitoring will be conducted to:

- track the progress and assess the appropriateness and effectiveness of the management measures;
- assess actual Project impacts against potential impacts and required amendments to the management measures; and
- facilitate engagement, consultation and collaboration with stakeholders and incorporate feedback into revised SIMPs.

SIMPs will be reviewed and updated annually during construction and the first three years of operation. A SIMP Report will be produced annually to incorporate the monitoring results and relevant updates.

Each management plan, strategy and policy incorporates provisions for monitoring activities and clearly identifies the data to be collected to evaluate the effectiveness of its measures. The overall monitoring framework for workforce management, housing and accommodation, local business and industry procurement, health and community wellbeing and community and stakeholder engagement is embedded within the relevant sections of each plan.

20.6 TOR Reconciliation table

Terms of reference - Content requirements of the EIS		EIS Section
Section 20 - Social		
20.1	Describe the project within the legislative context of the Strong and Sustainable Resource Communities Act 2017 (SSRC Act), including provisions for large resource projects.	20.2
20.2	Prepare a social impact assessment (SIA) for the project consistent with the relevant requirements in the SIA Guideline60 and SIA Supplementary Material.	All sections
20.3	The SIA is to be developed in consultation with the Office of the Coordinator-General. The SIA is to describe the potential social impacts (both positive and negative) of the project and must identify relevant and effective impact mitigation and benefit enhancement measures.	All sections