



Hillside Copper Mine  
Social Management Plan

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## **SOCIAL MANAGEMENT PLAN**

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**Document Owner**

Community Relations Manager

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**Revision History**

Version No.	Date Published	Details
1.0	13/06/2017	First draft
1.1	03/07/2017	Discussion draft for HMCV
2.0	12/07/2017	Management review
3.0	17/07/2017	Draft for HMCV website
4.0	06/09/2017	Interim draft
5.0	12/09/2017	Draft for DPC and HMCV review
6.0	15/09/2017	Final report submitted to DPC

## Definition of Terms

ACR	Annual Compliance Report
Area of Influence	Area in which the mine's impacts and benefits will mainly occur
CCG	Community Consultation Group
CEP	Community Engagement Plan
CYP	Central Yorke Peninsula
DSD	Department of State Development, South Australia
DPC	Department Premier and Cabinet SA Minerals Division
EEO	Equal Employment Opportunity
EFS	Extended Feasibility Study announced by Rex Minerals in May 2015
Goyder SED	Goyder State Electoral Division – will change to the Narungga SED. The South Australian Electoral Districts Boundaries Commission has finalised a redistribution of electoral boundaries. Subject to any appeal to the Supreme Court of South Australia, the new boundary will take effect at the next State election, on 17 March 2018
HMCV	Hillside Mine Community Voice (previously CCG)
HSSE	Health, Safety, Security and Environment
KPI	Key Performance Indicator
Major Activity	A one-off event or non-standard event that has capacity to cause disruption to normal daily activity, ie. major road closure due to large delivery during construction
MOU	Memorandum of Understanding
ML	Mineral Lease 6438
MPL	Mining Lease Proposal
Narungga	Local Indigenous community
Narungga SED	State Government electorate
PEPR	Program for Environment Protection and Rehabilitation
RDA	Regional Development Authority
SACOME	South Australian Chamber of Mines and Energy
SIA	Socio-Economic Impact Assessment
SMP	Social Management Plan
YP	Yorke Peninsula
YPC	Yorke Peninsula Council

## 1. INTRODUCTION

Rex Minerals Limited (Rex or the Company) plans to develop and operate the Hillside Mine (the mine), situated 12 kilometres south of the township of Ardrossan on the Yorke Peninsula (YP) of South Australia. Conventional open cut mining techniques will be employed using trucks and excavators to deliver ore to a processing plant that will produce a copper concentrate. Key aspects of the mine's development plan include:

- \$480M capital development
- Initial 13+ year mine life
- Annual processing of 6M tonnes to produce 35,000t copper and 24,000oz gold
- Estimated construction workforce of 550 people and operational workforce of 500 people.

The mine is situated in the Goyder State Electoral Division (SED) (will change to Narungga SED in 2018) of South Australia (population 30,800<sup>1</sup>) within existing industries of primary production (predominantly agriculture, with some existing mining activity) and tourism. The nearest communities to the mine site are those at Ardrossan (population 1,167), Maitland (population 1,263) and Minlaton (population 1,099), located within the District Council of Yorke Peninsula (DCYP). These three areas depict and prioritise the mine's area of influence:

Tier 1: Ardrossan, Maitland and Minlaton (and other towns within 30 minutes travel time to the mine site)

Tier 2: DCYP (local government administrative area)

Tier 3: Goyder SED.

The mine was granted a mining lease in September 2014 by the Minister for Mineral Resources and Energy under the *Mining Act 1971 (SA) (Mining Act)*. As part of that proposal, the Company outlined the key aspects to be addressed in its social management plan (SMP) (refer Appendix 2, Table 8.2-1 of the mining lease proposal (MLP)). The Company was granted its mining lease on several conditions (refer Hillside Project Mining Conditions<sup>2</sup>) including:

### **Social Management Plan**

40 *The Tenement Holder must prepare, implement and maintain a SMP within 12 months from the date of the grant of the Mining Tenement (in consultation with relevant State Government agencies and key community stakeholders) that addresses:*

40.1 *The matters described in Table 8.2-1 of the MLP; and*

40.2 *anything further that the Director of Mining directs in writing.*

41 *The Tenement Holder must make the SMP publicly available.*

### 1.1 THIS DOCUMENT

Rex is committed to minimising the potential negative impacts and enhancing the benefits of its operations on people and the environment, primarily in its area of influence. 'People' refers to adjacent landholders, Traditional Owners of the land on which the mine is situated, communities in the mine's area of influence, and the various cohorts within those communities (including but not limited to youth, elderly, disadvantaged and

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<sup>1</sup> Population data herein is sourced from the Australian Bureau of Statistics 2016 Census.

<sup>2</sup> <http://www.rexminerals.com.au/hillside-project-regulatory>

minority groups, farmers, tourism operators, road users, visitors, service providers, business and commercial service providers, and others).

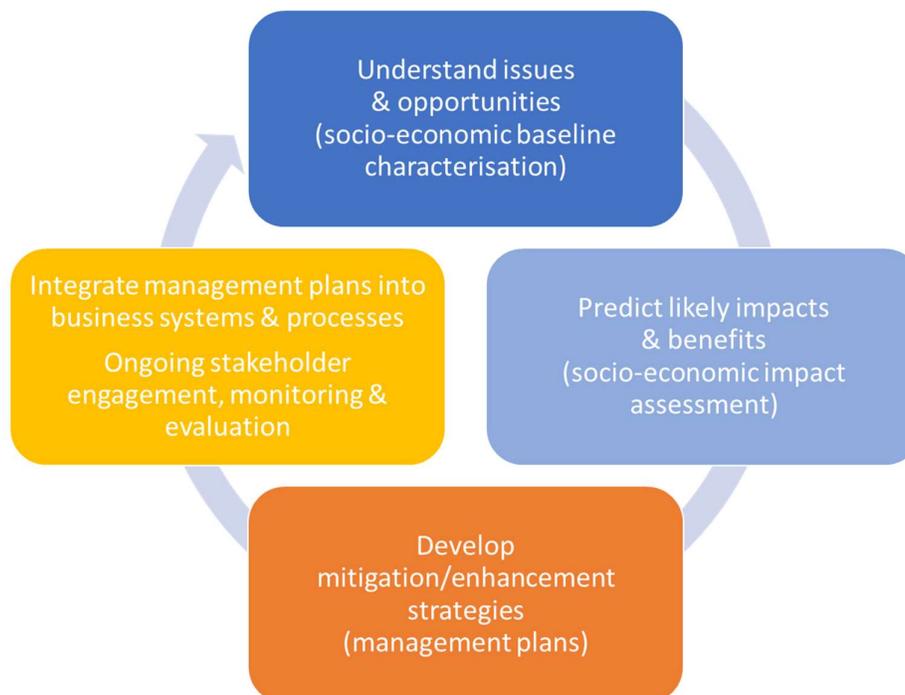
The SMP outlines the Company's commitment to the local community and other stakeholders, and provides a description of the measures that Rex will take to fulfil this commitment. The SMP is part of a broader process of identifying and assessing the potential social impacts of the mine and ensuring the framework is in place to effectively mitigate and/or enhance the mine's effects and monitor performance. The process is shown in Figure 1.

The SMP is focused on the mine's area of influence, described above, acknowledging that the degree of benefit that stakeholders receive from the mine should recognise the degree to which the mine affects them. The SMP will be implemented in recognition of this prioritisation. The SMP focuses on potential impacts facing communities in the mine's area of influence in four key focus areas, as identified in the MLP and licence conditions (see Section 1):

1. Communication
2. Local employment
3. Local business
4. Community relations.

The SMP was developed after extensive consultation and involvement with local community members and other key stakeholders and follows several best practice industry guidelines (as described in Section 1.3).

The SMP will be reviewed at least annually, taking into consideration analysis of complaints and community perceptions (refer Section 6).



**Figure 1: Social management plan process**

## 1.2 OBJECTIVES

The objectives of the SMP are to:

- Maximise the potential socio-economic benefits of the mine within its area of influence, in particular:
  - Local and regional employment
  - Regional business development
  - Community preparedness and collaboration (to manage indirect impacts such as those arising from increased population)
- Minimise, as far as practicable, the potentially negative socio-economic impacts of the mine (outlined in Appendix 1)
- Describe the methods the Company has in place to manage the impacts of the construction and operation of the mine
- Describe the impact management outcomes it aims to achieve and the criteria against which performance will be measured.

## 1.3 INPUTS

Development of the SMP has been informed by extensive consultation with community members and groups, other stakeholder groups and the regulator<sup>3</sup>. Early drafts were provided to the Hillside Mine Community Voice<sup>4</sup> (HMCV) and comments received were considered in finalising the SMP.

Inputs to the SMP have included:

- Socio-Economic Baseline Report, Hillside Project, September 2012
- Socio-Economic Impact Assessment (SIA), March 2013
- Community Consultative Group (CCG) Social Issues Register 2013
- CCG meetings 2012-2014
- CCG assessment of housing/development provisions within Central Yorke Peninsula (CYP) region 2014
- HMCV meetings 2014-2017
- Feedback from public workshops 2015, 2016
- SMP Working Group 2016-2017 (select members of the HMCV): review of socio-economic assessment in consideration of Extended Feasibility Study (EFS)
- SMP Working Group targeted discussion group meetings July 2017:
  - Meeting 1: health, education, training organisations, family support services
  - Meeting 2: police, emergency services, community and family services

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<sup>3</sup> Mineral Resources Division of the Department of Premier and Cabinet, Government of South Australia.

<sup>4</sup> The HMCV was established in 2012 (with the original name of the Hillside Mine Community Consultation Group) to facilitate engagement between the Yorke Peninsula community and Rex Minerals about the proposed Hillside project. The group comprises approximately 20-25 members and has met regularly since its establishment. Members specifically reviewed the draft SMP and provided input that has been incorporated.

- Targeted discussion groups conducted in July and August 2017, chaired by HMCV and specifically including representatives of health, education, training and family support services, as well as police, emergency services and community and family services
- SMP Working Group open discussion group session August 2017: business, employment, any interested parties
- Direct communication between landholders, key stakeholders and community members 2012-2017
- Feedback from community
- Community and HMCV review of draft documents – three versions
- Regulator review of draft documents, September 2017.

Development of the SMP also took into consideration the following best practice industry guidelines and standards:

- *Australian Industry Participation Plan 2014*, Australian Government Department of Industry, Innovation and Science, 2013
- *Guidelines to preparing a social impact management plan*, Department of Infrastructure and Planning, Queensland Government, September 2010
- *Guidelines: landowner rights and access arrangements in relation to mineral exploration and mining in South Australia*, Minerals Regulatory Guidelines MG4, Department of State Development, Government of South Australia 2014
- *Preparation of a program for environment protection and rehabilitation (PEPR) for metallic and industrial minerals (excluding coal and uranium) in South Australia*, Minerals Regulatory Guidelines MG2b, Department of State Development, Government of South Australia 2015
- *Queensland Resources and Energy Sector Code of Practice for Local Content*, Queensland Resources Council, 2013
- *Respecting the land and the locals, Making positive contributions in the communities where we work*, Santos GLNG Social Impact Management Plan, 2012.

Consultation listed herein specifically relates to the SMP document, but numerous additional consultation events have occurred since the mine's inception that have in some way influenced the SMP. The full list of consultation is contained in Section 4, Stakeholder Engagement, of the Hillside Mine PEPR.

The SMP is a public document available on the Company's website: <http://www.rexminerals.com.au>

The SMP is also available on the Yorke Peninsula Council's website under the HMCV page:  
<https://yorke.sa.gov.au/community-services/engagement/hillside-mine-community-voice/>

## **2. MANAGEMENT PLANS**

The SMP addresses the potential impacts that were assigned a residual rating higher than 'minor' and 'positive' in the socio-economic impact assessment (SIA) (refer to Appendix 1 for the full list of impacts). It is structured in four main parts (as shown in Figure 2), representing the four key focus areas, and outlined in Table 8.2-1 of the MLP (refer Appendix 2). Those parts are:

1. Communication plan – refer to Section 2.1
2. Local employment plan – refer to Section 2.2
3. Local business plan – refer to Section 2.3

4. Community relations plan – refer to Section 2.4.

A complaints procedure completes the SMP. It is described at Section 3.

Other potential impacts – including some which are related to environmental issues – are addressed in the following management plans<sup>5</sup>:

- Air Quality Management Plan
- Noise Management Plan
- Blast Management Plan
- Native Vegetation Management Plan
- Pest Plant and Animal Management Plan
- Soil and Landform Management Plan
- Coastal and Marine Management Plan
- Traffic Management Plan
- Groundwater Management Plan
- Surface Water Management Plan
- Closure Management Plan.

These and other management plans are set in the context of the Company's policies, and supported by a range of internal management procedures, business systems and processes that ensure proper management, accountability and compliance of the mine's activities. Potential impacts relating to cultural heritage, employee health and safety and emergency response are managed under this broader system.

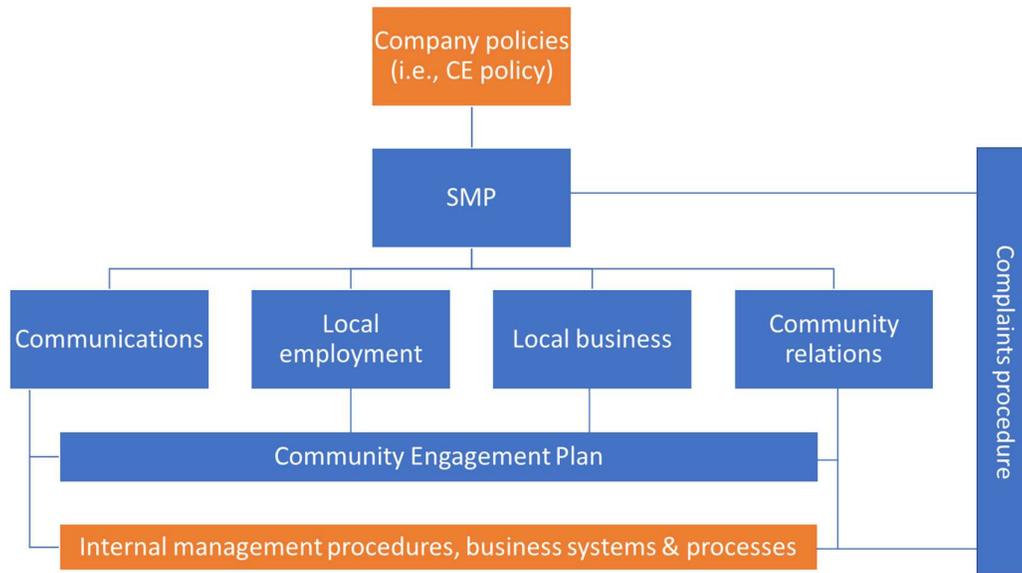


Figure 2: SMP structure

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<sup>5</sup> Some of the names of management plans may differ from the names originally expressed in the SIA and shown in Table 5, Appendix 1.

\* These plans will be finalised prior to commencement of construction.

## **2.1 COMMUNICATION PLAN**

The Company understands that communities' capacity to adapt to the impacts of the mine depends on the way in which interactions between workers and landholders and community members are conducted, their being aware of activities before they occur and having access to an avenue to raise concerns (complaints procedure). Rex is committed to providing accessible and effective channels of communication to promote positive interactions between the mine and local communities.

The communication plan contained herein relates specifically to the management of socio-economic impacts. The mine's broader engagement activities are outlined in the Community Engagement Plan (CEP).

### **2.1.1 Potential impacts**

The SIA identified the following potential impacts that would be partly or fully mitigated by effective communication with communities:

- Inconvenience to adjoining landholders – elevated dust, light and noise from mining and associated activity, vibration from blasting within the pit and increased human presence and traffic to, from and around the site will, or will be perceived to, cause inconvenience to adjoining landholders.
- Increase in local population – a portion of direct and indirect mine workers and their families are expected to relocate to the local area, resulting in an increase in population in some towns.
- Effect on retail and commercial services – the mine will procure goods and services from within the region to maximise the local economic benefit and a larger population will provide additional demand for a spectrum of goods and services available in the region.
- Effects of increased population on cultural and leisure facilities – increased population is likely to result in more people accessing leisure facilities (potentially increasing their viability and/or increasing investment back into the quality of such facilities), and participating in sporting teams and events or their coordination and administration.
- Effect of increased population and mine activities on transport infrastructure (roads) – increased population and mine activities are likely to add additional traffic to local roads.
- Improvements to infrastructure – the mine may provide impetus for the improvement in other infrastructure in the region.
- Increased population requirements for housing and accommodation – direct and indirect mine workers and their families who choose to relocate to the area will require housing and accommodation.
- Reduction in availability of housing and accommodation – increased demand may reduce the availability of housing and accommodation.
- Reduction in housing and accommodation affordability – increased demand may reduce the affordability of housing and accommodation.
- Reduction in housing and accommodation quality/standards – increased demand may result in sub-standard accommodation being exploited.

### **2.1.2 Mitigation measures**

Table 8.2-1 (shown in full at Appendix 2) outlines the following aspects to be included in the communications plan and the corresponding action item found within the Action Plan:

**Extract from Table 8.2-1: Key aspects of proposed Social Management Plan**

Key Aspect	Action Plan Item
Stakeholder engagement program that facilitates good, two-way communication, and provides access to information of relevance and concern to landholders and the wider community on project developments.	1
Operating protocols to manage interactions between project workers and adjoining landholders and their properties, developed in consultation with landholders, incorporating as much as possible, specific actions and requirements considered important by landholders in minimizing inconvenience to them.	2
System of advanced notification of major activities or disruptions that may affect landholders or the broader communities. Include advanced notice, nature of, reason for, duration and severity of the activity or disruption.	3
System for identifying, monitoring and responding to landholder and community concerns. Must be well-publicised, accessible and easy to use for landholders and the wider community.	4
Consultation with the Community Consultative Group on the development of the Communication Management Plan.	5

**2.1.3 Outcomes**

Desired outcomes include:

- Operating protocols facilitate effective and proactive interactions between mine workers and landholders and the broader community, thereby minimising inconvenience to them
- Affected parties are advised in advance of major activities or disruptions that may affect them
- The complaints procedure is an effective means of addressing landholder and community concerns.

**2.1.4 Action plan**

Table 1 outlines the action plan for communications:

**Table 1: Action Plan – Communication Plan**

Outcomes	Item	Outcome Criteria (target)	Measurement / Outcome Achievement	Timeframe	Monitoring Frequency
<ul style="list-style-type: none"> <li>Minimise inconvenience and disruption to landholders and the broader community</li> <li>Ensure complaints are addressed quickly and effectively to complainant's satisfaction</li> </ul>	1	<ul style="list-style-type: none"> <li>Information of relevance to landholders and the broader community is provided in timely and transparent fashion</li> </ul>	<ul style="list-style-type: none"> <li>Audit of CEP indicates actions were implemented in accordance with the documented actions and timeframes</li> <li>CEP is regularly reviewed to address emerging trends and/or changes in mine or community circumstances</li> </ul>	<ul style="list-style-type: none"> <li>CEP implemented within 6 months of decision to mine</li> <li>Updated prior to the commencement of construction and again prior to commencement of operations</li> </ul>	<ul style="list-style-type: none"> <li>Annual audit of implementation of community engagement strategy</li> <li>At least annual review of CEP</li> </ul>
	2	<ul style="list-style-type: none"> <li>Inconvenience to adjacent landholders from mine activities is avoided or reduced as far as possible</li> </ul>	<ul style="list-style-type: none"> <li>Evidence that operating protocols are in place and have been developed and agreed with adjacent landholders</li> </ul>	<ul style="list-style-type: none"> <li>Operating protocols are in place within 6 months of decision to mine</li> </ul>	<ul style="list-style-type: none"> <li>Annual review of compliance with operating protocols</li> <li>Annual report of compliance to HMCV</li> </ul>
	3	<ul style="list-style-type: none"> <li>Landholders and the broader community are aware, in advance, of major activities or disruptions that may affect them</li> </ul>	<ul style="list-style-type: none"> <li>Evidence that a system of advanced notification is in place and that landholders and the broader community are advised of major activities or disruptions at least two weeks before they occur</li> </ul>	<ul style="list-style-type: none"> <li>System of advanced notification in place at the commencement of construction</li> </ul>	<ul style="list-style-type: none"> <li>Annual report to HMCV of incidences of advanced notification and the lead time in which notification occurred</li> </ul>
	4	<ul style="list-style-type: none"> <li>Complaints from landholders and the broader community are dealt with quickly and effectively</li> </ul>	<ul style="list-style-type: none"> <li>All complaints are addressed in full compliance with the complaints procedure</li> </ul>	<ul style="list-style-type: none"> <li>Procedure implemented at project inception</li> <li>Complaint process promoted to community prior to commencement of construction</li> </ul>	<ul style="list-style-type: none"> <li>Procedure developed and published in CEP</li> <li>Monthly review of complaint process compliance</li> </ul>

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Outcomes	Item	Outcome Criteria (target)	Measurement / Outcome Achievement	Timeframe	Monitoring Frequency
				<ul style="list-style-type: none"> <li>Procedure reviewed quarterly from project inception and ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly review of complaint issues to inform management</li> </ul>
	5	<ul style="list-style-type: none"> <li>Management plans are developed in consultation with the HMCV</li> </ul>	<ul style="list-style-type: none"> <li>Evidence that HMCV consultation has informed the development of management plans</li> </ul>	<ul style="list-style-type: none"> <li>Management plans to be in place within 6 months of decision to mine</li> </ul>	<ul style="list-style-type: none"> <li>Review of management plans once at finalisation to confirm HMCV involvement</li> <li>Biennial review of management plans (involving HMCV) to ensure plans remain relevant and effective</li> </ul>

## 2.2 LOCAL EMPLOYMENT PLAN

The Company understands that its procurement and employment practices significantly influence local and regional communities' potential to realise employment and economic development opportunities from the mine. Rex is committed to providing opportunities for local and Indigenous businesses and community members to benefit from the mine.

### 2.2.1 Potential impacts

The SIA identified the following potential impacts relating to employment:

- Increase in local and regional employment - employment requirements of the mine, and possible multiplier effects for indirect employment, will significantly increase employment in the region. At the end of mine life, significant workforce reductions will occur.
- Increase in regional competition for skilled labour - while the Company's intention is to maximise the economic opportunity presented by the mine for residents of the Goyder SED region, it is mindful of the potential to deplete other businesses of skilled labour.

### 2.2.2 Mitigation measures

Table 8.2-1 outlines the following aspects to be included in the local employment plan and the corresponding action item found within the Action Plan:

#### Extract from Table 8.2-1: Key aspects of proposed Social Management Plan

Key Aspect	Action Plan Item
Appropriate targets for employment of people with the relevant skills or experience from the Goyder SED region, that is considerate of both the desire to maximize the economic benefits of the Project without depleting the region of skilled workers in other industries / businesses.	6, 7, 12
Training and education programs that give preference to participation by people from the Goyder SED region, in order to maximise local employment and human capital development.	9
Appropriate targets for the employment of, and participation in training programs by, Traditional Owners and vulnerable people, where possible.	7, 8
Training and education programs in order to maximize the 'pool' of skilled labour in the region for employment at the Project. Where appropriate, Rex will offer non-mine employees the opportunity to participate in training and education programs in order to increase the 'pool' of skilled labour available to other businesses/industries.	9, 10
Procedures for the identification of potential workforce reductions and appropriate communication of such to the workforce and local communities.	13
Accommodation strategy outlining the residential workforce objectives and tactics to ensure accommodation preparedness.	11
Strategies to minimise the potential impact of workforce reductions on local communities.	13
Provision of outplacement and employee support services to assist employees to transition from employment at Hillside to employment elsewhere.	13
Policy of consistency with other regional employers in the setting of wages and conditions, such as flexible rosters to allow for agriculture seasonal peak times, for mine workers.	12
Consultation with the Hillside Mine Community Voice (HMCV, formerly Community Consultative Group) on the development of the Local Employment Plan.	5

### **2.2.3 Outcomes**

Desired outcomes include:

- Promote and create local employment opportunities
- Equal employment opportunities resulting in diverse workforce
- Appropriate goals encourage Traditional owners, women, school leavers, and unemployed to seek opportunities
- Provision of increased access to formal structured training programs such as apprenticeships and traineeships promote skill development and increased employment opportunities
- Ongoing up-skilling and professional development of staff
- Policies, practices and procedures to provide for the safety, health and wellbeing of the workforce.

### **2.2.4 Action plan**

Table 2 outlines the action plan for local employment.

**Table 2: Action Plan – Local Employment Plan**

Outcomes	Item	Outcome Criteria (target)	Measurement / Outcome Achievement	Timeframe	Monitoring Frequency
<ul style="list-style-type: none"> <li>Maximise employment and training opportunities realised by people from the mine's area of influence</li> <li>The mine offers equal access to employment opportunities</li> </ul>	6	<ul style="list-style-type: none"> <li>Key management personnel will be encouraged to permanently reside within tier 1 of the mine's area of influence</li> </ul>	<ul style="list-style-type: none"> <li>HR policy and role statements reflect preference for tier 1, 2 and 3 areas (in that priority order) for recruitment</li> <li>By end-year 1 of operations, the majority of key management employees reside in tier 1, 2, or 3 of the mine's area of influence</li> </ul>	<ul style="list-style-type: none"> <li>Policy and role statements approved by decision to mine</li> <li>Majority of key management reside in area of influence by end of year 1 of operations</li> </ul>	<ul style="list-style-type: none"> <li>Policy and role statements reviewed once at approval</li> <li>Residency rate reviewed at end of year 1 and annually thereafter</li> </ul>
	7	<ul style="list-style-type: none"> <li>Equal employment opportunities result in a balanced workforce which reflects the changing regional demographic</li> </ul>	<ul style="list-style-type: none"> <li>Equal Employment Opportunity (EEO) Policy is developed and approved</li> <li>Induction records show EEO Policy training is provided to all employees and contractors</li> <li>Research and information is obtained to compile a regional demographic profile</li> <li>Evidence that all employment opportunities are promoted both broadly and locally, and within local community groups, including Traditional owners, women, unemployed, disabled and other persons potentially disadvantaged in otherwise gaining employment</li> </ul>	<ul style="list-style-type: none"> <li>Policy approved within 6 months of decision to mine</li> <li>Training commences at beginning of construction</li> <li>Regional demographic document prepared within 6 months of decision to mine</li> <li>Promotion of employment opportunities commences as roles are identified in the workforce planning process</li> </ul>	<ul style="list-style-type: none"> <li>Policy reviewed once at approval</li> <li>Induction records reviewed annually</li> <li>Demographic profile reviewed once at completion</li> <li>Employment opportunity promotion reported bi-annually to community</li> </ul>
	8	<ul style="list-style-type: none"> <li>Partnership opportunities with the Narungga people encourage members of the Indigenous community to apply for employment</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings are conducted and evidence of continued engagement with Narungga Aboriginal Progress Association and the Narungga Heritage Committee</li> </ul>	<ul style="list-style-type: none"> <li>Engagement commenced at project inception and will be at least annually</li> </ul>	<ul style="list-style-type: none"> <li>Engagement records with the Narungga people are reviewed annually</li> </ul>

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Outcomes	Item	Outcome Criteria (target)	Measurement / Outcome Achievement	Timeframe	Monitoring Frequency
	9	<ul style="list-style-type: none"> <li>Training and education programs maximise the 'pool' of labour in the mine's area of influence (tiers 1-3) for employment at the mine across range of required skill sets</li> </ul>	<ul style="list-style-type: none"> <li>List of potential training opportunities is prepared for construction, operation and closure phases and is provided to regional providers</li> </ul>	<ul style="list-style-type: none"> <li>Preliminary list prepared within 6 months of decision to mine and updated prior to commencement of construction, operations, and closure phases</li> </ul>	<ul style="list-style-type: none"> <li>List reviewed once within 6 months of decision to mine and biennially thereafter</li> </ul>
	10	<ul style="list-style-type: none"> <li>Scholarship and apprenticeship support provides opportunities for local school-leavers in a range of disciplines including mining, agriculture and other local industries</li> </ul>	<ul style="list-style-type: none"> <li>Program of work experience and vacation employment is established for regional students with an annual intake</li> <li>Mentor program is established with key management of scholarship/apprenticeship recipients</li> <li>Partnership MOUs are formalised with local schools and registered training organisations (in order of priority of mine's area of influence) to support apprenticeships and skill base for potential employment within mining, agriculture and other local industries</li> </ul>	<ul style="list-style-type: none"> <li>Work experience and vacation employment program is approved prior to commencement of operations</li> <li>Mentor program is approved prior to commencement of operations</li> <li>At least 1 partnership MOU is established at end of year 2 of operations</li> </ul>	<ul style="list-style-type: none"> <li>Program reviewed once prior to commencement of operations and annually thereafter</li> <li>Mentor program reviewed once prior to commencement of operations and annually thereafter</li> <li>MOU in place at end year 2 and progress reviewed annually thereafter</li> </ul>
	11	<ul style="list-style-type: none"> <li>Camp accommodation is required for construction period only</li> <li>Employee residency within mine's area of influence is maximised</li> <li>Liaison with local accommodation agents prior to peak employment periods identifies options to accommodate short-term workers</li> <li>Several options are identified for local accommodation including shared rental and Air BnB</li> </ul>	<ul style="list-style-type: none"> <li>Accommodation strategy is developed that includes: <ul style="list-style-type: none"> <li>Construction camp tender and specifications</li> <li>Accommodation assessment (availability of options)</li> <li>Early consultation with accommodation agents identifies range of short- and long-term accommodation options which are recorded on a register</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Strategy approved within 6 months of decision to mine and includes outcome of consultation with accommodation agents</li> <li>Discussion with local government occurs within 6 months of decision to mine</li> </ul>	<ul style="list-style-type: none"> <li>Strategy approved within 6 months of decision to mine and monitored bi-annually thereafter</li> <li>Register is updated quarterly</li> <li>Council is informed within 6 months of decision to mine and at least annual thereafter</li> </ul>

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Outcomes	Item	Outcome Criteria (target)	Measurement / Outcome Achievement	Timeframe	Monitoring Frequency
		<ul style="list-style-type: none"> <li>Accurate, timely information about the mine's employment numbers and local residency strategies appropriately influences local government land use planning in relation to housing availability</li> </ul>	<ul style="list-style-type: none"> <li>Incentives to encourage local residency built into employment conditions as part of HR policy/process</li> <li>The register of local real estate and accommodation options is made available to employees and potential employees</li> <li>Early disclosure of information to local government about the mine's employment numbers and local residency strategies</li> </ul>		
	12	<ul style="list-style-type: none"> <li>Flexible work provisions are provided</li> </ul>	<ul style="list-style-type: none"> <li>Employee contracts demonstrate that workers are employed in a variety of shift, part- and full-time work arrangements</li> <li>Meet with industry representative bodies to determine peak times in order to achieve work sharing opportunities with local industries</li> </ul>	<ul style="list-style-type: none"> <li>Variety of work arrangement is evident by end of year 1 of operations</li> <li>Strategies for work sharing opportunities with local industries explored by end year 5</li> </ul>	<ul style="list-style-type: none"> <li>Employee contracts reviewed at end of year 1 and annually thereafter</li> <li>Strategies explored end year 5</li> </ul>
	13	<ul style="list-style-type: none"> <li>Workforce and communities are prepared for workforce reductions and workers are supported in their transition from employment at Hillside to elsewhere</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of early communication to the workforce and broader communities of future changes in the workforce plan</li> <li>Evidence of HR strategies, developed in consultation with the HMCV, to minimise the potential impact of workforce reductions on local communities including outplacement and transition support services</li> </ul>	<ul style="list-style-type: none"> <li>Communication to workforce and community is provided at least 6 months ahead of workforce reductions</li> <li>HR strategies are developed, and consultation with the HMVC occurs at least 6 months ahead of workforce reductions</li> </ul>	<ul style="list-style-type: none"> <li>Communication is provided at least 6 months ahead of workforce reductions and at least monthly thereafter</li> <li>Strategy is reviewed once on development</li> </ul>

## 2.3 LOCAL BUSINESS DEVELOPMENT PLAN

The Company is committed to providing opportunities for local and Indigenous businesses to benefit from the mine.

### 2.3.1 Potential impacts

The SIA identified two potentially positive impacts relating to local business:

- Effect of increased population on retail and commercial services – the Company will procure goods and services from within the region to maximise the local economic benefit of the mine and a larger population will provide additional demand for a spectrum of goods and services available in the region.
- Effect on economy – the mine will contribute to growth in regional and State product, increase wage rates, increase income expenditure in the region, contribute to local, State and national government revenue and provide additional industry diversification in the region.

### 2.3.2 Mitigation measures

Table 8.2-1 outlines the following aspects to be included in the local business development plan and the corresponding action item found within the Action Plan:

#### Extract from Table 8.2-1: Key aspects of proposed Social Management Plan

Key Aspect	Action Plan Item
Engage with agencies (such as Regional Development Authority), local government and other employers to plan, on a regional scale, to maximize the regional skilled labour pool.	9, 12, 16
Identify goods and services provision capacity in the region and develop and implement a policy of preferential regional procurement.	14, 15, 16, 18, 19
Conduct training and awareness sessions for small businesses in the region to assist them to understand the potential supply opportunities to the Project and the Project's procurement requirements (ie, HSSE and quality standards). Rex will coordinate with agencies such as the Regional Development Authority on these initiatives.	16, 17
Engage with agencies, local government, industry associations and other businesses to develop strategies to mutually benefit industries in the region.	12, 16
Consultation with the HMCV on the development of the Local Business Development Plan.	5

### 2.3.3 Outcomes

Desired outcomes include:

- Provide full and fair opportunity for local businesses to tender on contracts
- Assist in equipping local and regional businesses to access supply chain opportunities
- Increase capability for local suppliers and contractors, including Indigenous businesses, to tender
- Procurement Plan for the Hillside Mine that maximises opportunities for local businesses.

### 2.3.4 Action plan

Table 3 outlines the action plan for local business development.

**Table 3: Action Plan – Local Business Development Plan**

Outcomes	Item	Outcome Criteria (target)	Measurement / Outcome Achievement	Timeframe	Monitoring Frequency
<p>Maximise local business opportunity from the mine by:</p> <ul style="list-style-type: none"> <li>• providing full and fair opportunity for local businesses to tender on contracts</li> <li>• assisting in equipping local businesses to access supply chain opportunities</li> </ul>	14	Local content strategy of the Rex Minerals Purchasing Policy is aligned with the Australian Industry Participation Plan 2014 (AIPP)(FINPRO 601) and is consistent with the intent of the Queensland Resources and Energy Sector Code of Practice for Local Content	<ul style="list-style-type: none"> <li>• Audit of procurement plans indicates alignment with the participation plan and code of practice for local content</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement plan is developed and audited within 6 months of decision to mine</li> </ul>	<ul style="list-style-type: none"> <li>• Plan audited at development at annually thereafter</li> </ul>
	15	All procurement opportunities are promoted to those suppliers ahead of others from outside the mine's area of influence	<ul style="list-style-type: none"> <li>• Bi-annual procurement information sessions are conducted with potential contractors and subcontractors during detail design and construction phase to explain requirements and expectations</li> <li>• A register of local contractors is established to which tender opportunities are matched and promoted</li> <li>• A forward procurement plan is developed which aligns with the AIPP and is publicised</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-annual information sessions commence within 6 months of decision to mine</li> <li>• Local contractors register is launched within 6 months of decision to mine</li> <li>• Procurement plan is developed and publicised within 6 months of decision to mine</li> </ul>	<ul style="list-style-type: none"> <li>• Information session attendance is reviewed bi-annually</li> <li>• Use of contractors' register is reviewed quarterly</li> <li>• Procurement plan is reviewed once at development and reviewed and publicised annually thereafter</li> </ul>
	16	<ul style="list-style-type: none"> <li>• Industry groups (eg. Regional Development Authority (RDA)) are provided with a list of goods and service requirements to distribute through their local networks</li> <li>• Industry groups are incorporated into the procurement plan in order</li> </ul>	<ul style="list-style-type: none"> <li>• Regularly updated lists are provided to local industry groups</li> <li>• Industry groups are incorporated into procurement plan</li> </ul>	<ul style="list-style-type: none"> <li>• Lists provided to industry groups prior to commencement of construction</li> <li>• Procurement plan is developed and publicised within 6 months of decision to mine</li> </ul>	<ul style="list-style-type: none"> <li>• Lists provided bi-annually</li> <li>• Procurement plan is reviewed once within 6 months of decision to mine and reviewed and publicised annually thereafter</li> </ul>

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Outcomes	Item	Outcome Criteria (target)	Measurement / Outcome Achievement	Timeframe	Monitoring Frequency
		to facilitate engagement with local suppliers			
	17	Local businesses are 'tender ready' ahead of time	<ul style="list-style-type: none"> <li>Records indicate widespread attendance at workshop/s to educate businesses on preparing for tenders and tender requirements (such as OHS and QA requirements), in accordance with the procurement plan</li> <li>Fact sheets explaining tender requirements are prepared and widely distributed</li> <li>Capacity building organisations are aware of supply requirements thus capability gaps in the region</li> <li>Feedback is provided to suppliers that were unsuccessful in pre-qualification or tendering</li> </ul>	<ul style="list-style-type: none"> <li>Workshop/s are held before commencement of construction and prior to operations</li> <li>Fact sheets are distributed before commencement of construction and prior operations</li> <li>Advice to capacity building organisations occurs within 6 months of decision to mine</li> <li>Feedback is provided within one month of contract award</li> </ul>	<ul style="list-style-type: none"> <li>Conduct of workshop/s is assessed once prior to construction and once prior to operations</li> <li>Distribution of fact sheets is assessed once prior to construction and once prior to operations</li> <li>Confirmation of advice provided to capacity building organisations once within 6 months of decision to mine</li> <li>Timeliness of feedback is reviewed quarterly</li> </ul>
	18	Procurement opportunities for Indigenous businesses are identified and promoted	<ul style="list-style-type: none"> <li>Ongoing engagement occurs with Narungga Aboriginal Progress Association and Narungga Heritage Committee to identify Indigenous business opportunities and/or barriers to Indigenous business involvement</li> <li>All other local business plan action items (contained herein) are extended to Indigenous businesses</li> </ul>	<ul style="list-style-type: none"> <li>Engagement commences prior to decision to mine</li> <li>Other action items occur in the timeframes specified herein</li> </ul>	<ul style="list-style-type: none"> <li>Engagement and review of opportunities occurs quarterly</li> <li>Other action items are monitored as described herein</li> </ul>

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Outcomes	Item	Outcome Criteria (target)	Measurement / Outcome Achievement	Timeframe	Monitoring Frequency
	19	Year-on-year increase in local supply and service levels to the mine is achieved	<ul style="list-style-type: none"> <li>• Procurement data demonstrates year-on-year increase in local participation until stabilisation</li> <li>• Flexible payment options are considered to maximise participation of local providers</li> </ul>	<ul style="list-style-type: none"> <li>• Data collection commenced at project inception, reporting commences end year 1 of operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Report to the public on local content is produced annually</li> </ul>

## 2.4 COMMUNITY RELATIONS PLAN

The Company is committed to actively working to integrate the mine’s workers into local communities in a way that adds value to those communities and minimises the potential for disharmony and/or conflict in communities. It aims to generate community collaboration in the management of potential impacts that may affect community health (such as road safety). It will work to maximise the preparedness of communities to manage the potential impacts of increased population on social services.

### 2.4.1 Potential impacts

The SIA identified the following potentially positive and negative impacts relating to community relations:

- Increase in volunteering and community participation – an increase in the permanent population in the region is likely to mean a commensurate boost in the number of volunteers, albeit it is not likely to impact the overall regional volunteering effort.
- Road safety from increased traffic associated with the mine – greater movement of vehicles to and from the mine site and around the region, particularly in towns, from mine activities and increased population, there is a commensurate increase in risk of traffic accidents.
- Changes in lifestyle affecting health – depending on working hours required by the mine, some workers may be deterred from undertaking daily exercise and/or generally maintaining healthy lifestyles. Conversely, increased wealth in the region may result in improved lifestyles.

### 2.4.2 Mitigation measures

Table 8.2-1 outlines the following aspects to be included in the community relations plan and the corresponding action item found within the Action Plan:

#### Extract from Table 8.2-1: Key aspects of proposed Social Management Plan

Key Aspect	Action Plan Item
Information sharing with agencies, local government, State Government and community groups to plan, on a regional scale, to manage the impacts of an increased population. Adequate information sharing and planning will assist responsible parties to plan for any required amendments in the provision of services and facilities.	23
Behavioural protocols guiding interactions between Rex employees and the broader community to ensure positive integration and minimize potential areas of conflict. These protocols will inform an induction process for all new starters that highlights the cultural, social and environmental values of regional communities to assist newcomers to understand and appreciate the values held dear by those communities.	24
Policy to encourage volunteering among its workforce and participation in community activities.	25
Support local volunteering groups, community clubs and associations, and events, as part of its community sponsorship program.	25, 26
Work with relevant authorities to ensure clear signage at intersections, pedestrian crossings in high pedestrian and traffic areas.	Traffic Mgmt Plan
Consultation with the HMCV on the development of the Community Relations Management Plan.	5

### **2.4.3 Outcomes**

Desired outcomes include:

- Positive relationship with mine workforce and community
- Shared behavioural protocols
- Active HMCV ongoing dialogue
- Defined ongoing relationships with local community groups, service providers, educational institutions, industry, employment and training groups and government agencies.

### **2.4.4 Action plan**

Table 4 outlines the action plan for community relations.

**Table 4: Action Plan – Community Relations Plan**

Outcomes	Item	Outcome Criteria (target)	Measurement / Outcome Achievement	Timeframe	Monitoring Frequency
<p>Facilitate open and transparent engagement with local communities, groups and agencies so that they:</p> <ul style="list-style-type: none"> <li>are actively engaged in impact mitigation development and monitoring</li> <li>are prepared to adapt to changing situations relating to mine development, operation and closure</li> </ul> <p>Demonstrate that the mine has social licence to operate</p>	20	<ul style="list-style-type: none"> <li>The majority of community members feel like they positively participate in the mine's development and operations and have some influence over decisions that affect them</li> </ul>	<ul style="list-style-type: none"> <li>Community perception survey results indicate that the majority of community members feel like they positively participate in the mine's development and operations and have some influence over decisions that affect them</li> </ul>	<ul style="list-style-type: none"> <li>Perception survey implementation commences at beginning of construction</li> </ul>	<ul style="list-style-type: none"> <li>Perceptions survey conducted annually</li> </ul>
	21	<ul style="list-style-type: none"> <li>Minimise disruption to community by ensuring community members are satisfied that they understand mine activities that may affect them and key milestones before they occur</li> </ul>	<ul style="list-style-type: none"> <li>Audit of CEP indicates actions were implemented in accordance with the documented actions and timeframes</li> <li>CEP is regularly reviewed to address emerging trends and/or changes in mine or community circumstances</li> </ul>	<ul style="list-style-type: none"> <li>CEP implemented within 6 months of decision to mine</li> <li>Updated prior to the commencement of construction and again prior to commencement of operations</li> </ul>	<ul style="list-style-type: none"> <li>Audit of implementation of CEP occurs annually</li> <li>Review of CEP occurs at least annually</li> </ul>
	22	<ul style="list-style-type: none"> <li>Community complaints are addressed in full compliance with the complaint procedure</li> </ul>	<ul style="list-style-type: none"> <li>Complaints procedure is implemented and published widely</li> <li>Review of complaint data indicates that 100% of complaints were addressed in full compliance with the procedure</li> <li>Review of complaints to identify emerging or ongoing issues and implement management changes</li> </ul>	<ul style="list-style-type: none"> <li>Procedure implemented at project inception</li> <li>Complaint process is promoted to community prior to commencement of construction</li> <li>Complaint issues reviewed monthly from project inception and ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Procedure developed and published in CEP</li> <li>Complaint process compliance reviewed monthly</li> <li>Review of complaint issues to inform management occurs monthly</li> </ul>
	23	<ul style="list-style-type: none"> <li>Information sharing occurs between the mine and agencies, local government, State Government and community groups to facilitate future planning on a regional scale (eg.</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of regular information sharing events occur between the mine and agencies/groups including updates on operational strategy and plans</li> </ul>	<ul style="list-style-type: none"> <li>Information sharing commenced at project inception and is ongoing</li> <li>Data on employee participation in groups</li> </ul>	<ul style="list-style-type: none"> <li>Information sharing occurs at least bi-annual</li> <li>Reporting of employee</li> </ul>

Outcomes	Item	Outcome Criteria (target)	Measurement / Outcome Achievement	Timeframe	Monitoring Frequency
		Health, education and emergency services)	<ul style="list-style-type: none"> <li>Employees are encouraged to participate in community groups to ensure ongoing exchange of information</li> </ul>	is collected at end year 1 of operations	participation conducted annually
	24	<ul style="list-style-type: none"> <li>Behavioural protocols are effective in guiding interactions between Company employees and the broader community</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct is provided to all employees and contractors and is widely promoted</li> <li>Inductions emphasise and describe cultural, environmental and social values of local community</li> <li>All mine employees wear Company identification to easily identify them as mine workers</li> <li>Complaints received from communities regarding worker behaviour are addressed in compliance with the complaints procedure</li> </ul>	<ul style="list-style-type: none"> <li>Code of Conduct is promoted within 6 months of decision to mine</li> <li>Induction material is approved prior to, and inductions commence at, commencement of construction</li> <li>Worker identification is worn at commencement of construction</li> <li>Complaint process is implemented at project inception</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of Code of Conduct is reviewed once within 6 months of decision to mine</li> <li>Review of induction records ensuring all workers are inducted occurs quarterly</li> <li>Random audit of worker identification being worn occurs quarterly</li> <li>Review of complaint issues occurs monthly</li> </ul>
	25	<ul style="list-style-type: none"> <li>Workers participate in community activities</li> </ul>	<ul style="list-style-type: none"> <li>Policy is developed that encourages workforce participation in community activities and is widely promoted amongst workers</li> <li>Recruitment policy encourages employees and prospective employees to involve themselves in community activities and volunteering in local service organisations, associations or clubs</li> </ul>	<ul style="list-style-type: none"> <li>Policy is approved at commencement of operations</li> <li>Recruitment policy includes community involvement aspirations commencing at operations</li> </ul>	<ul style="list-style-type: none"> <li>Once to confirm policy has been development and approved</li> <li>Once to confirm recruitment policy contains community involvement aspirations</li> </ul>

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Outcomes	Item	Outcome Criteria (target)	Measurement / Outcome Achievement	Timeframe	Monitoring Frequency
	26	<ul style="list-style-type: none"> <li>Community benefits program assists the financial viability of community groups and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Community benefits program is developed and widely promoted</li> <li>Community benefits board is established, comprising Company and community stewards by invitation, to oversee development of benefits guidelines</li> <li>Evidence of annual budget allocation to support community benefits</li> <li>Audit of benefits demonstrates full compliance with guidelines</li> <li>Benefits are reported back to communities</li> </ul>	<ul style="list-style-type: none"> <li>Program begins within year 1 of operations</li> <li>Board is established within year 1 of operations</li> <li>Budget allocations begin at year 1 of operations</li> <li>Audit of benefits begins at end year 1 of operations</li> <li>Reporting back to communities begins at end year 1 of operations</li> </ul>	<ul style="list-style-type: none"> <li>Once to confirm commencement of program</li> <li>Once to confirm establishment of board</li> <li>Reporting of amount allocated to program occurs annually</li> <li>Audit of benefits to confirm compliance with guidelines occurs annually</li> <li>Reporting of benefits initiatives back to communities occurs annually</li> </ul>
	27	<ul style="list-style-type: none"> <li>Promote tourism benefits of the mine for the local region</li> </ul>	<ul style="list-style-type: none"> <li>Develop a mine site tours program</li> <li>Establish a public viewing area outside the mine area of operations</li> </ul>	<ul style="list-style-type: none"> <li>Commence mine site tours program within year 3 of operations (or according to mine plan)</li> <li>Establish public viewing area prior to commencement of construction (safety permitted and in accordance with mine plan)</li> </ul>	<ul style="list-style-type: none"> <li>Reporting of number of mine tours conducted occurs annually</li> <li>Once to confirm establishment of viewing area</li> </ul>

### 3. COMPLAINTS PROCEDURE

Mining Lease Conditions 45 to 49 'Complaints Register' requires that:

- *The Tenement Holder must develop (in consultation with the owners of land and to the satisfaction of the Director of Mines) a communication and operating protocol between itself and owners of land adjacent to and on the Land prior to the commencement of mining.*
- *The Tenement Holder must operate a 24 hour per day, 7 days per week, free-call telephone complaints line for the purpose of receiving complaints from members of the public in relation to mining operations.*
- *The Tenement Holder must take reasonable measures to notify the public of the complaints line telephone number and the fact that it is a complaints line.*
- *The Tenement Holder must establish and maintain a public complaints register. The public complaints register must, as a minimum, record the following detail in relation to each complaint received in which it is alleged that environmental harm (including an environmental nuisance) has been caused by the mining operations:*
  - *the time at which the complaint was received;*
  - *all personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect;*
  - *the subject-matter of the complaint;*
  - *the action taken by the tenement holder in relation to the complaint, including any follow-up contact with the complainant; and*
  - *if no action was taken by the tenement holder, the reasons why no action was taken.*
- *All records in respect of the public complaints must be maintained for a period of at least 7 years.*
- *The Tenement Holder must make the public complaints register publicly available except or the name and contact details of each complainant.*

To meet these requirements, a complaints procedure has been developed and is described in the Community Engagement Plan (v2.1) approved by the regulator. All complaints received in relation to the mine operations are responded to in accordance with the established procedure. The procedure requires the Company to take the following steps to quickly and effectively resolve complaints:

1. **Receive and document** – the complaint is received and recorded in the complaints register.
2. **Prioritise and acknowledge** – the Company prioritises the complaint according to the following criteria and it is allocated to the relevant department for consideration. Receipt of the complaint is acknowledged to the complainant within 48 hours.

**Prioritisation criteria:**

Nature of matter	Priority	Timeframe for allocation
Emergency (traffic accident, workplace accident, hazard with potential to cause injury)	High	Immediately

Disruption to adjoining landholder activity	High	Immediately
Environmental incident causing contamination or hazard	High	Immediately
Request for information	Medium	Next business day
Feedback	Medium	Next business day

3. **Action and close out** – the Company agrees a course of action to resolve the complaint and seeks agreement with the complainant. The agreed actions are undertaken in the timeframe agreed with the complainant. At this point, with the acceptance of the complainant, the complaint is closed. If the complainant is not in agreement with the proposed resolution action or does not agree the actions have been undertaken satisfactorily, the complaint will follow the Company’s complaints protocol and seek a third-party mediator.
4. **Report** – the Company will report to the regulator and HMCV on the number of complaints it received, the nature of the complaints (categorised) and its adherence with the complaints procedure on an annual basis.

The complaints procedure will be revised incorporating feedback from the HMCV within six months of the decision to mine and annually thereafter to ensure the procedure is fair, effective and transparent.

#### 4. REPORTING

The Company will, at a minimum, provide the annual compliance report to members of the HMCV and ensure the same information is made available on the Company’s website. It will also provide regular updates on social impact management at the HMCV at its scheduled meetings. Rex may also publish other performance data periodically on its website.

This SMP is available on the Company’s website: [www.rexminerals.com.au](http://www.rexminerals.com.au).

#### 5. CONTINUAL IMPROVEMENT

Rex will continually improve on the mine’s social management and community relations performance by applying the principles of best practice in these areas, including, where cost-effective and practicable, the adoption of new best practice systems and enhanced communication and consultation measures.

Community satisfaction will be monitored annually via a perceptions survey and responsive management of complaints, as well as via informal feedback received from community members. Such inputs will inform areas for improvement and future management plans.

## **6. REVIEW**

This Plan will be reviewed and, if necessary, revised considering changes to demographic and commercial drivers and following:

- PEPR submission and approval
- when a relevant/significant improvement has been identified
- where a risk assessment identifies the requirement to alter the Plan
- at the transition from one mine phase to another (ie. from construction to operations to closure and decommissioning)
- at least annually.

## **7. REFERENCES**

*Rex Minerals Limited Hillside Mine Mineral Lease Proposal*, August 2013

Government of South Australia, *Mineral Lease 6438*, 16 September 2014

*Rex Minerals Limited Extended Feasibility Study (EFS)*, May 2015

*Socio-Economic Impact Assessment for Rex Minerals Hillside Copper Mine Yorke Peninsula*, March 2013

*Socio-Economic Baseline for Rex Minerals Hillside Copper Mine Yorke Peninsula*, September 2012

*Australian Industry Participation Plan 2014*, Australian Government Department of Industry, Innovation and Science, 2013

*Guidelines to preparing a social impact management plan*, Department of Infrastructure and Planning, Queensland Government, September 2010

*Guidelines: landowner rights and access arrangements in relation to mineral exploration and mining in South Australia*, Minerals Regulatory Guidelines MG4, Department of State Development, Government of South Australia 2014

*Preparation of a program for environment protection and rehabilitation (PEPR) for metallic and industrial minerals (excluding coal and uranium) in South Australia*, Minerals Regulatory Guidelines MG2b, Department of State Development, Government of South Australia 2015

*Queensland Resources and Energy Sector Code of Practice for Local Content*, Queensland Resources Council, 2013

*Respecting the land and the locals, Making positive contributions in the communities where we work*, Santos GLNG Social Impact Management Plan, 2012.

## 8. APPENDICES

### Appendix 1: Socio-Economic Assessment Summary

A Socio-Economic Impact Assessment (SIA) for the proposed Hillside Mine was completed in March 2013, based on a Socio-Economic Baseline completed in September 2012 and the project description as it appeared in the MLP<sup>6</sup> (February 2014). The SIA and community feedback received during the MLP public review and further feedback via HMCV working group consultation have informed the objectives of this SMP.

The SIA identified 27 potential socio-economic impacts, listed at Table 5. With control measures and management strategies in place, eight impacts were assessed as having a residual impact rating higher than 'minor' in the areas of employment, local population, health and wellbeing, infrastructure, housing and accommodation and land use. Seven potential benefits (positive impacts) were identified in the areas of employment, local population, community services and facilities, infrastructure and the economy.

In some instances, potential social impacts are managed through control measures and management strategies and reporting mechanisms contained within the environmental, health and safety, and quality management components.

**Table 5: Summary of socio-economic impacts**

Impact	Management measure	Residual impact assessment			Positive aspect	Management objective	
		Magnitude	Sensitivity	Residual Impact			
<b>Land use</b>							
11	Inconvenience to adjoining landholders	M1.1	Air Quality Management Plan Noise and Vibration Management Plan	L	L	N	Minimise or avoid potentially negative impacts of the Project on land use, particularly for directly affected
		M1.2	Communication Management Plan				
		M1.3	Traffic Management Plan				

<sup>6</sup> This project description has been superseded by the Description of the Mining Operations from the EFS, 2015.

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Impact		Management measure		Residual impact assessment			Positive aspect	Management objective
				Magnitude	Sensitivity	Residual Impact		
I2	Reduction in aesthetic value from change in existing land use	M2.1	Visual Amenity Management Plan	L	M	Mi		landholders and traditional owners.
		M2.2	Drill and Blast Management Plan					
I3	Changes to land value and industry types within region	M3.1	Local Employment Management Plan	M	M	Mo	✓	
		M2.1	Visual Amenity Management Plan					
		M2.2	Drill and Blast Management Plan					
I4	Disturbance or damage to heritage	M4.1	Cultural Heritage Management Plan	L	L	N		
<b>Employment</b>								
I5	Increased employment	M3.1	Local Employment Management Plan	P	P	P	✓	Economic benefits of the Project are largely retained within the region.
I6	Increase in regional employment	M3.1	Local Employment Management Plan	P	P	P	✓	
I7	Increase in regional competition for skilled labour	M3.1	Local Employment Management Plan	M	M	Mo	✓	
		M6.1	Local Business Development Plan					
<b>Local Population</b>								
I8	Increase in local population	M3.1	Local Employment Management Plan	M	M	Mo	✓	Increased population improves community sense of value and agreeableness of living on Yorke Peninsula.
		M1.2	Communication Management Plan					
I9	Increase in volunteering and community participation	M3.1	Local Employment Management Plan	P	P	P	✓	
		M6.1	Community Relations Management Plan					
I10	Effects on community cohesion	M1.2	Communication Management Plan	L	M	Mi	✓	
		M3.1	Local Employment Management Plan					
		M6.1	Community Relations Management Plan					
<b>Health and wellbeing</b>								
I11		M1.3	Traffic Management Plan	M	M	Mo	✓	

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Impact	Management measure	Residual impact assessment			Positive aspect	Management objective
		Magnitude	Sensitivity	Residual Impact		
Road safety from increased traffic associated with the Project	M6.1 Community Relations Management Plan					Minimise or avoid potentially negative impacts of the Project on community health and wellbeing.
I12 Increased mental health issues associated with the presence of the Project	M1.2 Communication Management Plan	L	M	Mi		
	M2.1 Visual Amenity Management plan					
	M2.2 Drill and Blast Management Plan					
I13 Changes in lifestyle affecting health	M6.1 Community Relations Management Plan	L	M	Mi	✓	
	M7.1 Employee Health and Safety Management Plan					
<b>Community services and facilities</b>						
I14 Effects of increased population on health services	M1.2 Communication Management Plan	L	L	N	✓	Community services and facilities are adequate to meet residents' needs.
I15 Effects of increased population on education and childcare	M1.2 Communication Management Plan	L	L	N	✓	
I16 Effects of increased population on police and emergency services	M1.2 Communication Management Plan	L	M	Mi	✓	
	M8.1 Emergency Response Management Plan					
	M6.1 Community Relations Management Plan					
I17 Effect on retail and commercial services	M5.1 Local Business Development Plan	P	P	P	✓	
	M1.2 Communication Management Plan					
I18 Effects of increased population on cultural and leisure facilities	M6.1 Community Relations Management Plan	P	P	P	✓	
	M1.2 Communication Management Plan					
<b>Infrastructure</b>						
I19	M1.2 Communication Management Plan	M	M	Mo	✓	

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Impact	Management measure	Residual impact assessment			Positive aspect	Management objective		
		Magnitude	Sensitivity	Residual Impact				
	Effect of increased population and mine activities on transport infrastructure (roads)	M1.3	Traffic Management Plan					
I20	Effect of increased population and mine activities on power and water	M1.2	Communication Management Plan	L	L	N	✓	Regional infrastructure is adequate to meet residents' needs.
I21	Effect of increased population and mine activities on waste management	M1.2	Communication Management Plan	L	L	N		
I22	Improvements to infrastructure	M1.2	Communication Management Plan	P	P	P	✓	
<b>Housing and accommodation</b>								
I23	Increased population requirements for housing and accommodation	M3.1	Local Employment Management Plan	M	M	Mo	✓	Sufficient housing and accommodation is available in the region to fulfil existing and future residents' needs.
		M1.2	Communication Management Plan					
I24	Reduction in availability of housing and accommodation	M3.1	Local Employment Management Plan	M	M	Mo		
		M1.2	Communication Management Plan					
I25	Reduction in housing and accommodation affordability	M3.1	Local Employment Management Plan	M	M	Mo		
		M1.2	Communication Management Plan					
I26	Reduction in housing and accommodation quality/ standards	M3.1	Local Employment Management Plan	L	M	Mi		
		M1.2	Communication Management Plan					
<b>Economy</b>								
I27	Effect on economy	M3.1	Local Employment Management Plan	P	P	P	✓	Economic benefits of the Project are largely retained within the region.
		M6.1	Local Business Development Plan					

Legend: P = positive; N = negligible; Mi = minor; Mo = moderate. There were no impacts residually rated Ma = major or Ex = extreme.

**Appendix 2: Table 8.2-1 of the MLP**

**Table 6: Table 8.2-1 of the MLP**

<b>Communications</b>
Stakeholder engagement program that facilitates good, two-way communication, and provides access to information of relevance and concern to landholders and the wider community on project developments.
Operating protocols to manage interactions between project workers and adjoining landholders and their properties, developed in consultation with landholders, incorporating as much as possible, specific actions and requirements considered important by landholders in minimizing inconvenience to them.
System of advanced notification of major activities or disruptions that may affect landholders or the broader communities. Include advanced notice, nature of, reason for, duration and severity of the activity or disruption.
System for identifying, monitoring and responding to landholder and community concerns. Must be well-publicised, accessible and easy to use for landholders and the wider community.
Consultation with the Community Consultative Group on the development of the Communication Management Plan.
<b>Local employment</b>
Appropriate targets for employment of people with the relevant skills or experience from the Goyder SED region, that is considerate of both the desire to maximize the economic benefits of the Project without depleting the region of skilled workers in other industries / businesses.
Training and education programs that give preference to participation by people from the Goyder SED region, in order to maximise local employment and human capital development.
Appropriate targets for the employment of, and participation in training programs by, Traditional Owners and vulnerable people, where possible.
Training and education programs in order to maximize the 'pool' of skilled labour in the region for employment at the Project. Where appropriate, Rex will offer non-mine employees the opportunity to participate in training and education programs in order to increase the 'pool' of skilled labour available to other businesses/industries.
Procedures for the identification of potential workforce reductions and appropriate communication of such to the workforce and local communities.
Accommodation strategy outlining the residential workforce objectives and tactics to ensure accommodation preparedness.
Strategies to minimise the potential impact of workforce reductions on local communities.
Provision of outplacement and employee support services to assist employees to transition from employment at Hillside to employment elsewhere.
Policy of consistency with other regional employers in the setting of wages and conditions, such as flexible rosters to allow for agriculture seasonal peak times, for mine workers.
Consultation with the Hillside Mine Community Voice (HMCV, formerly Community Consultative Group) on the development of the Local Employment Plan.
<b>Local business development</b>
Engage with agencies (such as Regional Development Authority), local government and other employers to plan, on a regional scale, to maximize the regional skilled labour pool.
Identify goods and services provision capacity in the region and develop and implement a policy of preferential regional procurement.
Conduct training and awareness sessions for small businesses in the region to assist them to understand the potential supply opportunities to the Project and the Project's procurement requirements (ie, HSSE and quality standards). Rex will coordinate with agencies such as the Regional Development Authority on these initiatives.
Engage with agencies, local government, industry associations and other businesses to develop strategies to mutually benefit industries in the region.
Consultation with the HMCV on the development of the Local Business Development Plan.

<b>Community relations</b>
Information sharing with agencies, local government, State Government and community groups to plan, on a regional scale, to manage the impacts of an increased population. Adequate information sharing and planning will assist responsible parties to plan for any required amendments in the provision of services and facilities.
Behavioural protocols guiding interactions between Rex employees and the broader community to ensure positive integration and minimize potential areas of conflict. These protocols will inform an induction process for all new starters that highlights the cultural, social and environmental values of regional communities to assist newcomers to understand and appreciate the values held dear by those communities.
Policy to encourage volunteering among its workforce and participation in community activities.
Support local volunteering groups, community clubs and associations, and events, as part of its community sponsorship program.
Work with relevant authorities to ensure clear signage at intersections, pedestrian crossings in high pedestrian and traffic areas.
Consultation with the HMCV on the development of the Community Relations Management Plan.

### Appendix 3: Social Management Requirements Checklist

Table 7: Requirements Checklist

Condition	Requirement	Section
<b>Rex Minerals Hillside Mine Mineral Lease Conditions (ML 6438) Second Schedule</b>		
<b>Social Management Plan</b>		
40	The Tenement Holder must prepare, implement and maintain a SMP within 12 months from the date of the grant of the Mining Tenement (in consultation with relevant State Government agencies and key community stakeholders) that addresses:	This document
40.1	The matters described in Table 8.2-1 of the MLP; and	2, 3
40.2	anything further that the Director of Mining directs in writing.	N/A
41	The Tenement Holder must make the SMP publicly available.	1.3, 4
<b>Rex Minerals Hillside Mine Mineral Lease Conditions (ML 6438) Sixth Schedule</b>		
<b>Social Management Plan</b>		
	There are no Hillside Mine ML conditions (Sixth Schedule) relating to Social Management	N/A