



To Protect

Annual Report 2023-24





Performance highlights 2023-24

Operating coal mines in NSW

17 underground
19 open cut

3,606

Order 42 statutory respirable and inhalable dust samples taken

9,590

Order 43 periodic health surveillance medicals



21

Order 34 training plans approved



15

Order 40 dust mitigation plans approved

Compliance

No material compliance breaches reported

Statutory obligations

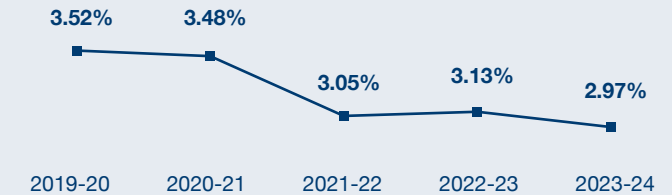
Requirements met

Sustainable Scheme

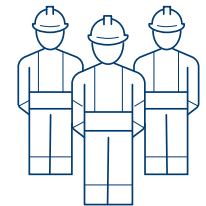
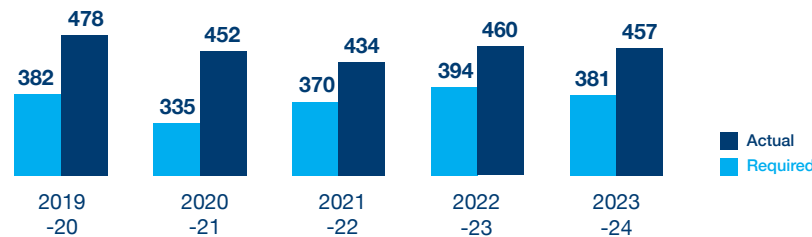
Fully-funded Coal Services Specialised Health & Safety Scheme

Claim frequency rate

2.97%



Trained volunteer brigades personnel

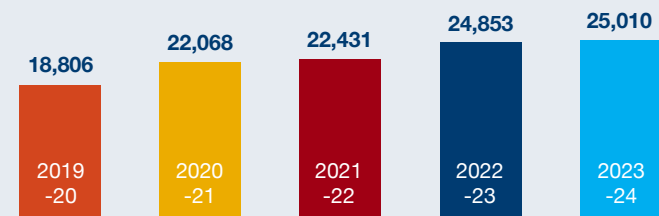


39,453

Average exposed to risk workers



Overall attendances at Mines Rescue courses



Coal Services is an industry-owned organisation dedicated to delivering essential services and expertise to the NSW coal industry.

Our Specialised Health and Safety Scheme provides an array of services aimed at reducing work-related injuries and illnesses. These services include occupational health and safety, workers' compensation, mines rescue emergency response and specialised safety training. Working with our industry stakeholders, we are committed to protecting the health, safety and wellbeing of workers in the sector by focusing on prevention, early detection, enforcement, and educational initiatives.

We are jointly owned by two shareholders, the NSW Minerals Council and the Mining & Energy Union. Our purpose, vision and values are aligned to focus on the continued safety and health of our industry and its workers.

OUR PURPOSE

To protect

OUR VISION

To partner with industry for a safe workplace and a healthy workforce

Message from the Managing Director/CEO and Chair



Kylie Ah Wong
Chair



Lucy Flemming
Managing Director/CEO

Industry overview

As at 30 June 2024, Coal Services has seen the highest level of employment recorded with 36 active coal mines employing 25,756 people in coal mining production roles. These figures demonstrate the significant contribution of the NSW coal industry to both the NSW economy and the communities it serves.

One of our key priorities is to ensure Coal Services continues to be sustainable and is able to support the industry into the future. And although the industry overall is steady, we remain vigilant and are preparing for the potential contraction of the coal industry in NSW.

Our workers compensation scheme now covers more than 39,000 exposed to risk workers and 2,300 employers. Scheme performance was stable with the scheme premium rate only slightly higher than 2022-23 despite inflationary pressures, increased governance expectations and additional health surveillance requirements.

The industry's strong focus on mitigating risk and reducing incidents, coupled with the breadth of services provided by our specialised health and safety scheme has also resulted in a stable injury rate for the period.

To keep building on these results, prevention and preparedness are key. Whilst the NSW coal industry maintains a reputation for one of the safest hazardous industries in the world, incidents still occur, and we must continue to work together to ensure workers return home safe each day.

Strategic performance

In 2023-24 we continued to focus efforts on our strategic priorities of delivering exceptional customer experiences, valued products and services, and efficient operations to support the interests of all stakeholders.

This included assisting employers in complying with their statutory responsibilities to maintain health surveillance regimes and regularly assess their exposure risk, as well as helping mine operators to prepare for proposed changes to workplace exposure standards.

This year we have also continued to improve how we engage, consult and involve our industry stakeholders in areas that affect them.

Our engagement has increased across industry stakeholder groups through both formal and informal channels, working groups and directly

with sites. We are continuing to seek opportunities to further ensure we provide consistent service and value across our business.

Industry consultation recommenced during the year regarding proposed improvements to Order 43. A draft Order has been developed which is expected to be released in 2025. The proposed Order incorporates relevant recommendations from the Mine Safety Advisory Council's (MSAC) Independent Review into the health surveillance scheme. There has been a considered focus on the MSAC Review recommendations, with several recommendations actioned and implemented across the business. Those that require further consultation and consideration form part of our business plan and are expected to be completed throughout 2025 (refer to the Health section of this report).

These changes, along with the introduction of the NSW Coal Mining Industry Respiratory Health Standard, have raised the bar on what is already considered to be a robust health surveillance scheme to protect the health of workers in our industry.

Mines Rescue's contribution to high quality training was recognised in September at the NSW Training

Message from the Chairman and Managing Director/CEO

Awards where they were named 2024 NSW Large Training Provider of the Year. Their continued contribution to safety training that builds the knowledge and capabilities of people in our industry is essential for maintaining industry's safety record.

Financial performance

In 2024, higher industry wages saw an increase in premium revenue of \$31 million compared to the previous year. A change in accounting treatment

for Mines Rescue special purpose properties resulted in a \$10 million expense, and also explains the majority of the Other Comprehensive income/(loss). These properties are now valued at fair market value. A new insurance accounting standard also came into force during the year. This resulted in a restatement of 2023 profit (\$0.6m increase) as well as prior years' assets and liabilities (\$1.1m increase in assets and \$13.4m decrease in liabilities).

Valued relationships

Thank you to our industry, the communities within our operational regions, and all our valued stakeholders for their support. We would also like to acknowledge our shareholder representatives, particularly their roles on various working groups and focus groups that have helped us to deliver service improvements and drive change.

We also thank The Hon. Courtney Houssos, Minister for Natural Resources, and her team; Tony Maher, General President of the Mining & Energy Union and Stephen Galilee, CEO of the NSW Minerals Council.

In January we welcomed two new Directors to the Board; Kylie Ah Wong and Robin Williams. Their appointments followed the retirement of Peter Jordan and David Moulton, two long-serving Board members and Chairs. Thank you to both Peter and David for the significant contributions to our organisation and to our industry.

We also extend our gratitude to Coal Services' employees, our General Management Team and Board of Directors for their dedication and contributions this year.

Coal Services is just one part of the NSW coal industry's broader health and safety community, and we look forward to continuing to work together to enhance health and safety standards.

Kylie Ah Wong
Chair

Lucy Flemming
Managing Director
and CEO

Financial Overview for the year ended 30 June 2024	2024 \$'000	2023 \$'000
Consolidated Comprehensive Income		
Total revenue and investment income	336,807	290,459
Total expenses	(276,903)	(248,753)
Net profit from ordinary activities	59,904	41,706
Other comprehensive income/(loss)	(5,833)	7,321
Total comprehensive income for the year	54,071	49,027
Consolidated Financial Position		
Total Assets	887,236	776,358
Total Liabilities	(596,206)	(539,399)
Net Assets	291,030	236,959

Our people

The shared knowledge, expertise and experience of our people enables us to deliver on our purpose, to protect.

The People & Culture team continue to support and embed key initiatives relating to our people strategy.

The focus areas have included:

- **Further defining our Employee Value Proposition (EVP)** and benefits of working for Coal Services. This included the introduction of an inclusive and consistent employee awards structure, Employee Referral Program, all-inclusive Total Benefits page in the CheerS Mate recognition platform and leader training on how to embed the Coal Services EVP.

- **Succession Planning and Talent Management** which has included successor development planning, career path mapping and a streamlined Performance Review Discussion process through the Coal Services Human Resources Information System, Dayforce.
- **A revamped approach to Coal Services culture principles awareness** providing development to effectively embed the Coal Services Cultural DNA framework principles to improve culture and connections across the business. Part of this was implementation of the Cultural DNA hub to create linkage between our values and Cultural DNA. Analysis of the engagement surveys continues to see improvements in the focus areas.
- **Building leadership and technical skills capabilities** with specific focus on a leader onboarding program; providing essential compliance training; and launching dedicated support resources and training for leaders in the form of a leader hub.



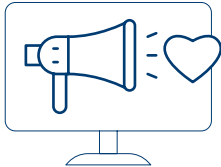
Our people

Diversity and inclusion

Our dedication to diversity and inclusion is aligned to our company values. We strive to attract and retain the best candidates for each role, irrespective of gender, race, age, religion, political beliefs, sexual orientation, or any other factor unrelated to job performance.

In accordance with Workplace Gender Equality Agency (WGEA) legislative reporting and compliance obligations, we submitted our 2023-24 Public Report in May 2024.

(at 29 May 2024)			
	Total	%	
		Women	Men
Managing Director/CEO	1	100	0
Key management personnel	11	45	55
Managers	60	46	54
Professionals	252	59	41
Technicians and trade	36	11	89
Clerical and administrative	147	99	1
Labourers	3	0	100
Total	509	63	37
	Total	Women	Men
Board	7	43	57





Our customers

WORKING WITH OUR CUSTOMERS AND INDUSTRY STAKEHOLDERS

Coal Services continued to provide support and guidance to the NSW coal industry on current and emerging health and safety issues through direct engagement with our customers and stakeholders as well as industry committees.

Stakeholder engagement

Coal Services facilitates various committees, such as the NSW Mines Rescue Working Group, Standing Dust Committee and Standing Health Committee to provide a platform for industry representatives to discuss and consult on evidence-based considerations with the goal of keeping workers safe. We also provide guidance and advice to MSAC and its sub-committees and have representatives sitting on various Australian Standards committees.

Each of our businesses continued to focus on improving stakeholder engagement, maintaining regular contact with mine operators, contractors, the Mining & Energy Union, NSW Minerals Council and the NSW Resources Regulator at key shareholder events, working groups, workshops and forums. This included formal industry consultation regarding proposed changes to Order 43 and the MSAC Review Implementation Working Group; industry forums for Order 34, respiratory health and dust monitoring; as well as education sessions on various workers compensation topics.

Voice of Customer

The Coal Services Voice of the Customer Program enables our customers (both workers and employers) to provide formal and informal feedback through different channels regarding their overall experience on specific elements such as services, processes or people. The program aims to formalise, action and track all feedback received.

- **Workers** in our industry are the primary beneficiary of our services. Point-of-service feedback about their experience enables us to gauge our performance to build on what we are doing well and opportunities for improvement.
- **Employer** feedback is gathered through a mix of formal, annual surveys and collating qualitative feedback via direct engagement meetings.

The data and insights collected allow us to identify areas for continuous improvement and provide evidence-based considerations to guide our strategy and business planning to address customers' needs and emerging industry issues.



16,981
surveys completed
during the year

Our customers

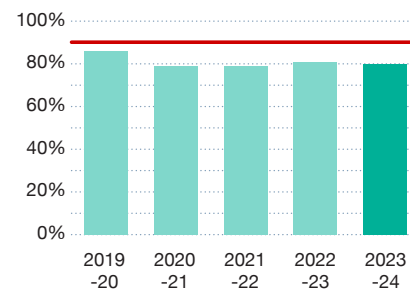
Coal Mines Insurance

Worker satisfaction

Worker satisfaction is measured by survey responses from injured workers relating to their claims experience.

Overall feedback throughout the year was positive, with common themes highlighting the ease of submitting claims and general customer service. However, workers indicated that communication during the claims process could be further enhanced, and this continues to be an area of focus.

Worker satisfaction



Target: 90%

Participation rate for 2023-24: 24.45%

Employer satisfaction

Employer satisfaction increased slightly on the previous year due to continued efforts to improve engagement and collaboration with stakeholders through regular meetings and workshops between the CMI account management team and Tier 1 and 2 policyholders, and employer education sessions.

Opportunities highlighted for improvement have included enhanced service delivery and responsiveness, optimising employee capabilities and leveraging reporting and insights.

72.79%
employer
satisfaction

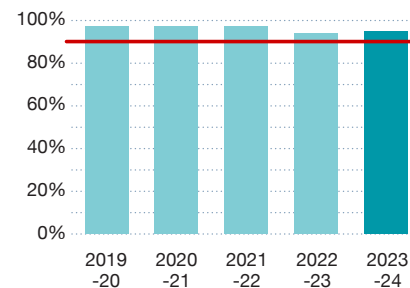
(37.56%
participation rate)

Coal Services Health (CS Health)

Worker satisfaction

Workers are asked to rate their experience following their attendance for a medical and/or other services. Overall feedback was positive, with workers commenting on the professionalism and friendliness of staff. Workers also rated highly how well they were supported and the ease of working with the business.

Worker satisfaction



Target: 90%

Participation rate for 2023-24: 26%

Employer satisfaction

While no formal quantitative survey measures were conducted for employers in 2023-24, the focus for CS Health has been to address qualitative feedback from industry stakeholders via direct site meetings, working groups and forums with both shareholders.

Themes have centred around proposed changes to Order 43, the implementation of recommendations from the MSAC Review and issues relating to resourcing, process improvements and appointment availability.

Note: the next formal survey will take place late 2024.



Our customers

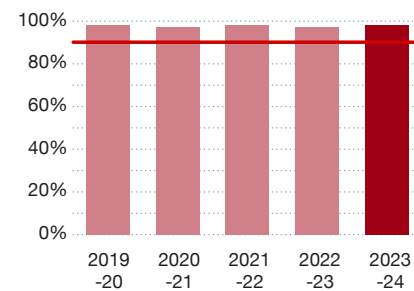
Mines Rescue

Training participant satisfaction

Participants who attend Mines Rescue training courses are encouraged to provide feedback on completion of their course.

The expertise and professionalism of Mines Rescue trainers were highly praised, with feedback highlighting their helpfulness, knowledge and the relevance of training content. Overall, participants indicated they would recommend Mines Rescue as a training provider.

Training participant satisfaction



Target: 90%

Participation rate for 2023-24: 31.13%

Employer satisfaction

A formal, region-specific Voice of Customer survey program for employers commenced in June. The program focused on Hunter Valley Mines Rescue customers with overall positive feedback received in relation to service provision, professionalism and quality of outcomes. The program will be completed across all regions before the end of December 2024. Training availability and frequency are areas of focus across the business.

94.23%
employer
satisfaction

(48.14%
participation rate)

Mine Safety Technical Services (MSTS)

Employer satisfaction

While no formal quantitative survey measures were conducted for employers in 2023-24, MSTS proactively collaborated with industry stakeholders and suppliers regarding product and service delivery in the lead-up to and during the business's relocation to new premises. The feedback received in response to these efforts has been consistently supportive and positive.

Note: the next formal survey of MSTS customers (employers) will take place late 2024.

supportive
and positive
feedback

Mine Safety Occupational Hygiene (MSOH)

Employer satisfaction

Formal surveys were conducted to collect feedback on MSOH's Order 42 Onsite Airborne Dust Monitoring and Similar Exposure Group Program for open cut mines. Employers rated highly the team's expertise, professionalism and quality of work, with focus areas centred around improvements to reporting.

85.71%
employer
satisfaction

(87.5%
participation rate)

Community partnerships

Coal Services establishes strong ties with NSW coal mining communities through support of not-for-profit organisations, and industry and community events.

Our purpose, vision and values have the central theme of protecting the health and wellbeing of the NSW coal industry and its workers. This includes giving back to mining communities and extending support to local initiatives and events.

Sponsorships

The **Westpac Rescue Helicopter Service** (the Service) performs around 1,000 life-saving missions each year with corporate sponsorships and community fundraising assisting them to do so. Coal Services has proudly sponsored the Service for many years. In addition to our corporate agreement, Coal Services supported several events raising funds for the Service, including the annual Leaders Leap, Ride 4 Rescue, and golf days.

Coal Services joined other local businesses to sponsor the **Illawarra Steelers** in the Harvey Norman Women's Premiership. There are over 1,000 females playing in the Illawarra region with many who have links to mining. The sponsorship agreement

demonstrates our commitment to supporting our local communities and also developing the female talent within the region.

Coal Services' exclusive sponsorship of the **Singleton Greyhounds** (Singleton United Rugby League Football Club) is heavily focused toward demonstrating the importance of safety leadership in the area of first aid provision and training. Hunter Valley Mines Rescue provides accredited training to the Greyhounds' First Aiders and other members, as well as supporting the club by providing first aid support for some of their key annual community events.

International Womens Day recognises the difference that women have made, and will continue to make, across our communities and in our industry. Coal Services sponsored this year's IWD Illawarra luncheon, raising funds for not-for-profit women's services in the Illawarra.



Community partnerships



Community events

Coal Services supported numerous industry partners by participating in community days at various Glencore, Peabody, South32, Thiess, Yancoal and New Hope mines. These events, and emergency response events such as the SES Expo, provide great opportunities for mining companies to engage with local communities and their workers' families.

Mines Rescue also continued to provide in-kind first aid support to several community initiatives by providing first aid services at events or teaching essential first aid skills

as part of community and school-based programs.

Coal Services' involvement enabled us to support our industry and demonstrate the services we deliver to protect the NSW coal industry and its workers.

Centenary commemoration honoured

Coal Services (Mines Rescue), the Mining & Energy Union and Coalfields Local Historical Association were acknowledged for their joint delivery of the Bellbird Mine Disaster Centenary commemorative event. The event was

held at the Bellbird Miners Memorial Park on Friday, 1 September 2023; the anniversary of the 1923 Hetton Coal Company Ltd Bellbird Mine Disaster that resulted in the death of 21 miners.

The organisations received the 'City of Cessnock Community Event of the Year Award' as part of the city's Australia Day celebrations. The award acknowledged the benefit to the community and the outstanding achievement of conducting the event in the Cessnock community which was attended by local, state and federal members of Parliament, family members of the miners who lost their lives, local school students, community members and representatives from the three host organisations.

Coal Services welfare grants

Welfare funds are granted for the benefit of workers and former workers of the NSW coal industry, their dependants and communities. Twelve requests for grants were approved to thank retired mine worker communities for their contribution to our industry; and to support functions for children with special needs in our regional coal mining communities.



Caring for the Environment

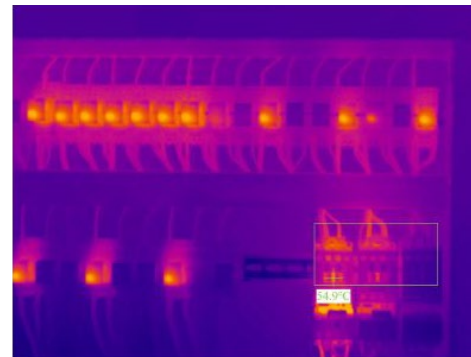
We are committed to reviewing and implementing policies and programs that align with community standards and promote environmental responsibility across all our sites. Our initiatives include:

- **Upgrading and Installing Plantation Shutters:** We are enhancing our sites with plantation shutters to improve energy efficiency. This helps lower electricity bills by reducing the need for air conditioning and heating throughout the year.
- **Annual Preventative Thermography:** We conduct regular thermal imaging to identify and address heat concentrations or leaks in electrical equipment. This proactive approach ensures effective preventative maintenance.
- **Recycling and Reuse:** We continue our recycling efforts by repurposing old equipment for training purposes including recharged fire extinguishers past their use-by date and thereby minimising landfill waste. Coal Services' workwear range also includes items made using Repreve textiles, transformed from recycled plastic bottles.
- **Sustainability and efficiency:** We continue to monitor and implement sustainable improvements such as
 - low-flow fixtures and water/energy efficient appliances
 - collection and use of rainwater
 - water-efficient landscaping (drought tolerant plants that require minimal watering)
 - replacement of incandescent bulbs with energy-efficient LED bulbs
 - use of smart thermostats to regulate heating and cooling efficiently and
 - installation of indoor/outdoor sensor switches for lighting.
- **Hybrid Work Policy and use of technology:** We support remote work where possible and encourage the use of video conferencing functionality.

Standard view



Thermal view



NSW Environment Protection Authority PFAS investigation program

Mines Rescue voluntarily entered the Environmental Protection Authority's (EPA) Per- and Poly-Fluoroalkyl Substances (PFAS) investigation program in April 2017, following legacy use of firefighting foams containing PFAS in small quantities at some training facilities prior to 2002.

Coal Services remains committed to the PFAS program and monitoring is ongoing at affected sites.



Specialised Health and Safety Scheme



Specialised Health and Safety Scheme

Insurance

Coal Mines Insurance (CMI) is responsible for administering the workers compensation scheme for the NSW coal industry.



Insurance

CMI has two customers: workers and employers.

Employers pay a premium in exchange for workers compensation coverage, which funds the cost of claims that provide medical and financial support to injured workers to return them to health and work. Premiums also support Coal Services' provision of statutory services that protect workers' health and safety including health surveillance and dust monitoring.

Scheme overview as at 30 June 2024

2,364
active policies

2,123
active claims

1,172
new claims and early
notifications received

\$5,484 million
assessable wages¹

\$95.6 million
net claims paid

39,453 average
exposed to risk workers¹
(Up from 37,277 for 2022-23)



¹ Assessable wages and exposed to risk are based on declarations from policyholders.

Claims and injury management

CMI aims to ensure all notifications and claims are managed to an optimal outcome through a focus on early intervention, person-centred case management, reasonably necessary treatment, an emphasis on return to work (RTW), and meeting legislative obligations.

A significant injury is a workplace injury where the worker had an incapacity for work (whether total or partial) for a continuous period of more than seven days. In 2023-24, a total of 1,172 new claims and early notifications were received, with 55 per cent (650) being significant injury claims. While the number of claims received was slightly higher than in 2022-23 (1,150), the proportion of significant injury claims has decreased (65 per cent in the prior year).

Employers must notify CMI within 48 hours of becoming aware of a workplace injury. During the year, 67 per cent of injury notifications were within 48 hours of injury (up 5 per cent on the prior year), which continues to demonstrate year-on-year improvement.

Claim payment summary

Claims payments for 2023-24 were a total of \$95.6m, down \$1.6m from \$97.2m paid in 2022-23. The largest costs to the scheme are for weekly benefit payments and legal matters, accounting for three quarters of annual claims payments. The following drivers in costs were experienced in 2023-24.

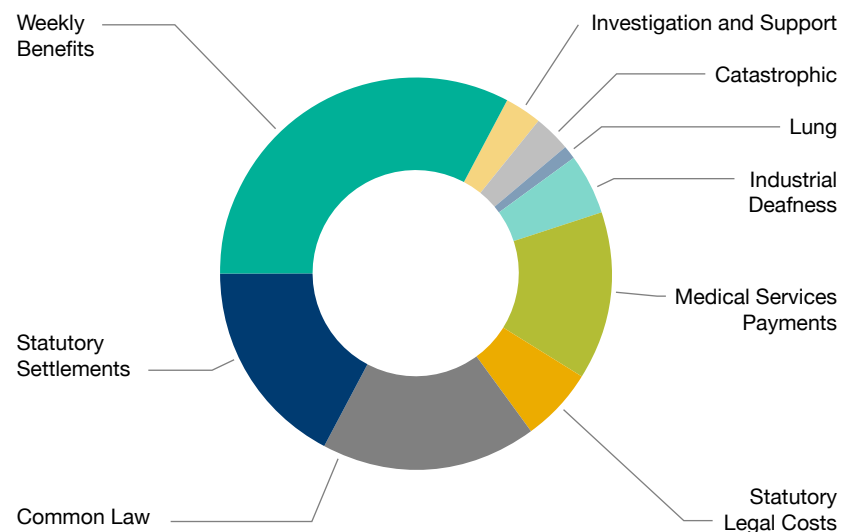
Cost increases to the Scheme

- Average medical costs per claim have increased relative to 2022-23 due to increased utilisation of high-cost services, e.g. hospital and specialist doctor services from several severe injuries requiring intensive medical services.
- Home care costs have increased as a result of both increased utilisation of care services and higher labour costs as award wages for direct care workers increased by 15 per cent from 1 July 2023.

Cost decreases within the Scheme

Common law and statutory claims costs were lower in 2023-24 compared to the prior year, due to fewer settlements and lower average costs.

FY24 Payment Summary



Insurance

Claim frequency rate

The claim frequency rate is calculated as the number of new claims divided by the average number of workers exposed to risk (average ETR) over the same period.

In 2023-24, there were 1,172 new claims and early notifications, and an average ETR of 39,453, resulting in a claims frequency rate for the scheme of 2.97 per cent.

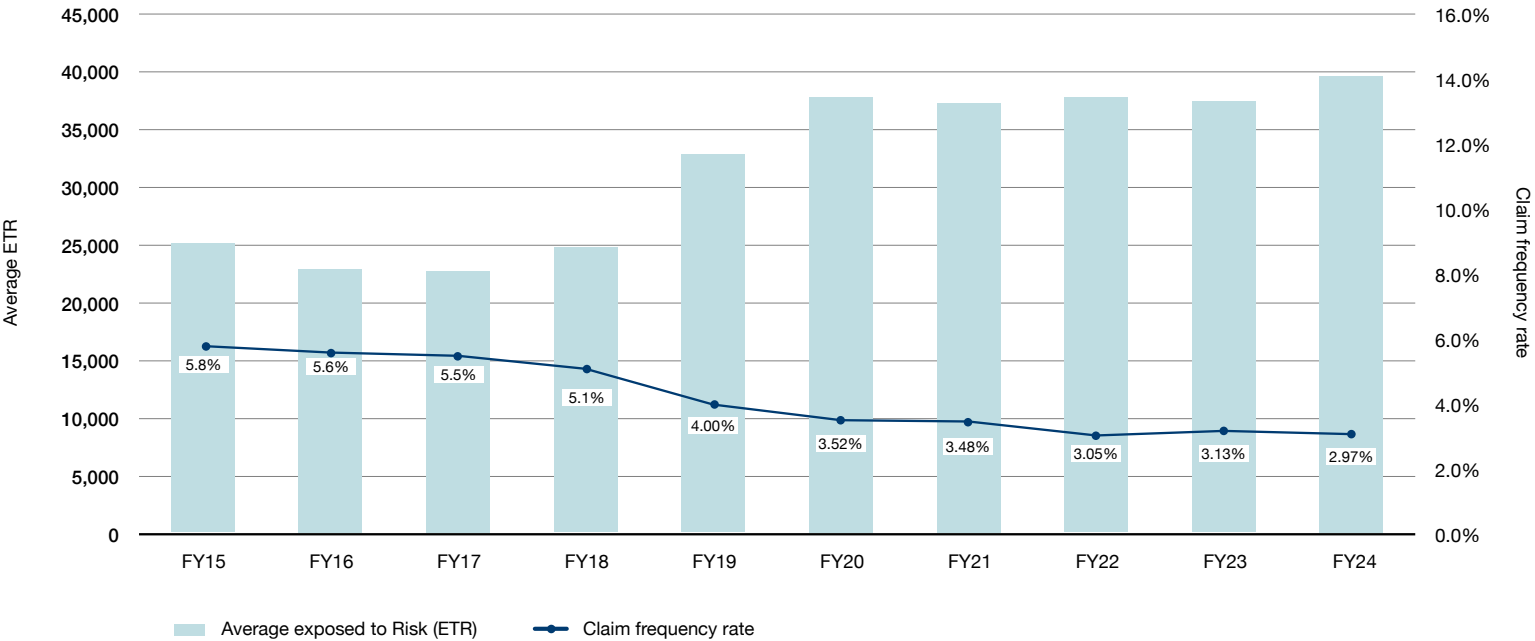
When Coal Services was established in 2001-02, the claim frequency rate was high at 27.8 per cent. The claim frequency rate has consistently declined since that time and today's figure is a reduction of more than 89 per cent.

This significant achievement is a result of changes to mining methods, worker education and a focus on providing

safe systems of work. It also reflects an industry that has a strong safety culture, underpinned by strong legislation, regulation and compliance which, combined with the breadth of services provided through Coal Services' Specialised Health and Safety Scheme, has delivered proven results in safeguarding against injury and occupational disease.



Claim frequency rates



Insurance

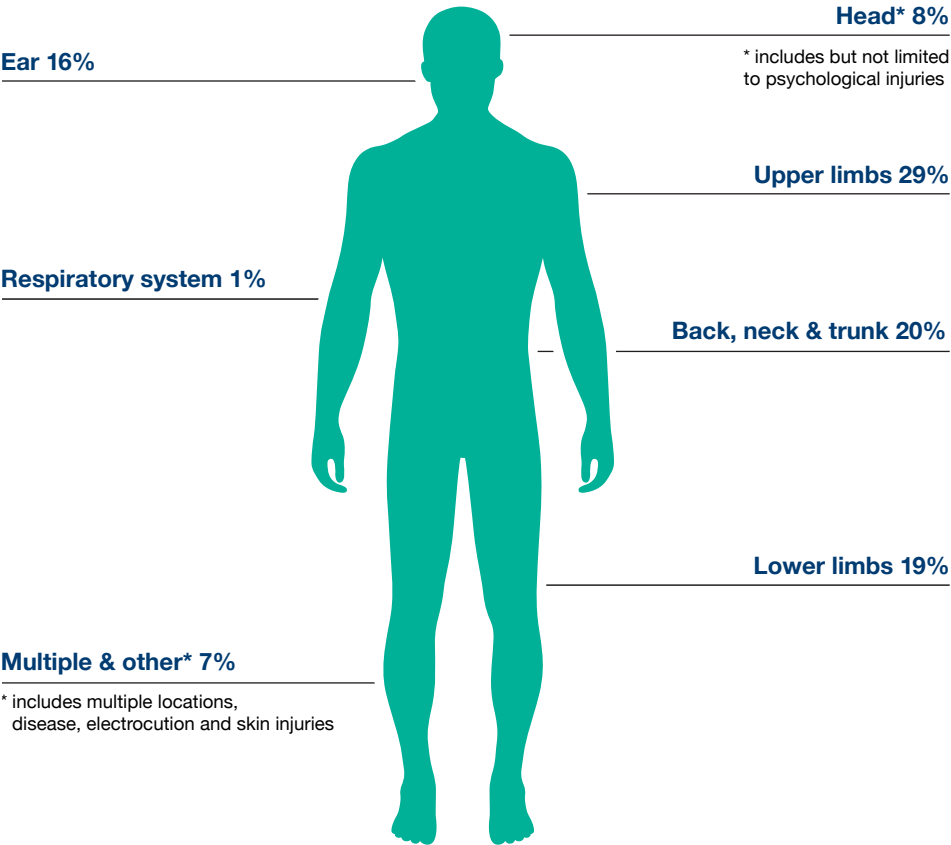
Nature of injury

The nature of injury identifies the principal physical characteristics of the work-related injury or illness. In 2023-24, traumatic joint/ligament and muscle/ tendon injuries were the most common nature of injury, accounting for 42 per cent of all new claims received in 2023-24. Together with nervous system and sense organ diseases (18 per cent), and musculoskeletal and connective tissue diseases (15 per cent), these injury types comprised 74 per cent of all new claims in 2023-24.

Location of Injury

The body map (right) shows the proportion of new claims in 2023-24 by primary injury location. The highest proportion of injuries occur in upper limbs (29 per cent) with back, neck and trunk forming the next most frequent injury location (20 per cent).

Location of Injury



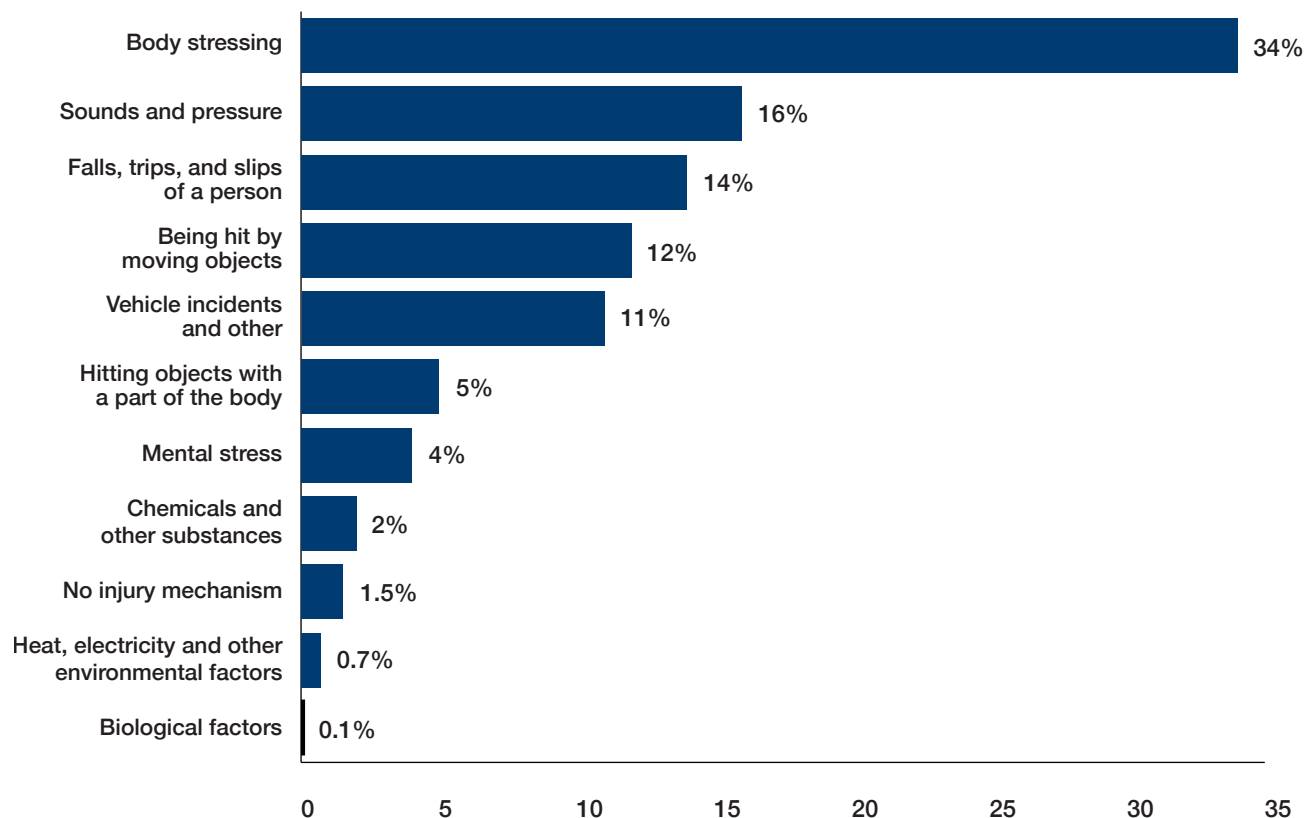
Insurance

Mechanism of injury

The mechanism of injury is the action, exposure or event that triggers an incident or injury. Medical practitioners use the mechanism of injury to understand the mechanical and environmental factors related to the injury. This information informs the diagnosis, indicative recovery timeframes and treatment plans for the injured worker. The mechanism of injury also provides for a better understanding of risks within the workplace.



Proportion of new claims by mechanism of injury²

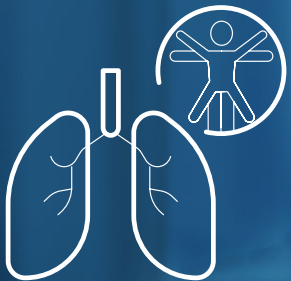


² Totals may not add to 100% due to rounding

Specialised Health and Safety Scheme

Health

CS Health's primary purpose is to deliver health surveillance to the NSW coal industry to monitor workers for any health effects due to occupational exposures to dust, noise, chemicals and other workplace hazards. In addition to these statutory obligations, CS Health provide services to support coal mine workers, contractors, mine operators, their families, and the wider community. These services focus on managing health risks and enhancing workforce health and wellbeing.



Health

12,547
pre-placement
health assessments

CS Health 3,293
External Doctor Network 9,254

9,590
periodic health
assessments

CS Health 7,908
External Doctor Network 1,682

17,601
chest x-rays

NSW COAL ORDER 43: MONITORING WORKERS' HEALTH

Under NSW Coal Order 43 (Order 43), all employers of coal mine workers in NSW must ensure that their workforce attend pre-placement health assessments and periodic health surveillance medicals.

A pre-placement health assessment serves as a baseline for future health surveillance and is required before an individual commences work or changes employers in the NSW coal industry.

Every coal mine worker in NSW must undergo periodic health surveillance (known as a periodic health assessment) every three years. The assessment ensures that workers' ongoing health is protected and monitored for any adverse health risks resulting from their employment.

A pre-placement chest x-ray is required for all workers on entry to the industry. Coal mine workers who are exposed to coal mine dust must attend a periodic chest x-ray every three years as part of the requirement for ongoing health surveillance.

During the 2023-24 period, Order 43 medicals identified 253 workers as having significant medical conditions that may have impacted their ability to safely perform their roles. In these instances, various levels of restrictions or work certifications were applied and, where applicable, health plans were implemented for these workers to return to full duties.



Workers with significant medical conditions



Health

KEY INITIATIVES AND OUTCOMES

Proposed changes to Order 43

Over the last 13 years, CS Health has been responsible for administering the Order that outlines the health surveillance requirements for the NSW coal industry. The latest Order, Order 43, came into effect on 1 July 2018. The Order plays a critical role in ensuring that NSW coal mine workers are adequately screened for health risks that may be associated with their work, such as Coal Mine Dust Lung Disease.

The initiative to streamline and enhance the Order was prompted by an internal review and industry feedback in relation to service provision and process. Initial consultation commenced in 2021 regarding areas of the Order that could be further improved and continued throughout 2023 via ideation sessions and workshops with stakeholder representatives. A draft Order was developed following these sessions which was shared with the broader industry for review and feedback.

The feedback received during the consultation process provided valuable insights and was used to inform changes to the updated draft Order. The third phase of consultation concluded in October 2024. It is anticipated that further consultation will follow with an updated draft Order to be approved and released in 2025. The co-designed Order will continue to protect the

health of workers through regular monitoring and early detection of health issues.

Review of the NSW Health Surveillance Scheme for Coal Mine Workers

In 2022, the NSW Government commissioned the University of Illinois School of Public Health to conduct an independent quality assurance review of the NSW Health Surveillance Scheme for Coal Mine Workers (the Review). The Review, overseen by MSAC, concluded that CS Health has a robust system in place and noted significant improvements since the re-identification of black lung disease in 2015.

The Review report was publicly released on 1 September 2023 and detailed 16 recommendations for further enhancements to the health surveillance scheme. These recommendations were endorsed by MSAC, with Coal Services (through CS Health), being tasked to implement the recommendations.

While many of the recommendations were implemented as part of general business process improvements, there were three recommendations that necessitated further consultation with industry stakeholders to ensure potential impacts were fully assessed.

Coal Services formed the MSAC Review Implementation Working Group (the Working Group) to consult on the impact of Recommendations 2, 6 and 14 and to help inform the requirements necessary to support their successful implementation.

While it is expected that the majority of recommendations from the Review will be implemented by October 2024; further research into inhalable mine dust restrictions is necessary.

Develop preventative health campaigns targeting priority areas

CS Health delivered several preventative health programs to raise awareness of industry-wide health issues such as industrial deafness, obesity and healthy lifestyle.

- The industrial deafness campaign encouraged workers to protect their hearing by use of personal protective equipment (PPE) in noisy environments both in the workplace and at home. The integrated campaign consisted of video, web and social media content, toolbox talks and other supporting materials.
- CS Health partnered with the University of Newcastle (UoN) to support research to assess the effectiveness of various weight loss interventions for NSW coal

mine workers. The study examines options such as meal replacements and the Health Weight Initiative compared to standard care. 119 participants were selected through Order 43 medical assessments and industry promotion of the trial. The results of the trial are expected in 2025.

- The Healthy Weight Initiative continued to be offered to assist overweight and obese coal mine workers to reach and maintain a healthy weight. Program participation has grown through the UoN trial and targeted promotion to mine sites. Workers who have completed the program have experienced positive outcomes, with many reporting significant benefits such as weight loss and improvements in managing health and lifestyle issues.

Health

Rehabilitation and Return to Work

CS Health continued to deliver high-quality workplace rehabilitation to industry and have been recredited by the State Insurance Regulatory Authority (SIRA) until June 2026.

Standing Health Committee

The Standing Health Committee (SHC), a sub-committee of the Coal Services Board, is an advisory body to identify and inform opportunities to improve the long-term health and wellbeing of NSW coal mine workers. The SHC's inaugural meeting was held on 8 February 2023.

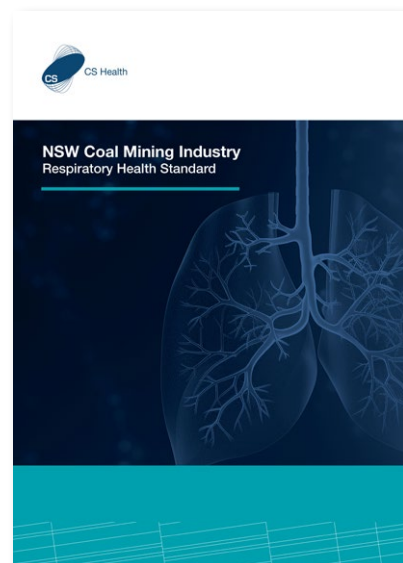
The SHC's main area of focus during the year was the development of Respiratory Health Standard, which is intended to be the first of 12 health standards for the NSW coal mining sector.

- The **NSW Coal Mining Industry Respiratory Health Standard** (the Respiratory Health Standard) contains current best practice medical guidelines and management protocols for when a coal mine worker presents with abnormalities in their chest x-ray or spirometry. The Respiratory Health Standard was developed to ensure consistent decision making from Order 43 medical practitioners and to support the implementation of the MSAC Review recommendations.

Clinical Governance Committee

Reporting to the Coal Services Board Risk Committee, the Clinical Governance Committee (CGC) performs an advisory role while supporting CS Health to ensure clinical excellence.

The CGC's inaugural meeting was held in November 2023. Since then, the CGC has provided oversight of clinical processes and outcomes, including the review of health incidents and monitoring of clinical audits. The CGC also reviewed and endorsed the Respiratory Health Standard.



Strengthen external medical service provision and associated outcomes

Regular forums and check-ins have been established to support the external doctor network and the respective practice professionals to aid in delivering consistent Order 43 services. These forums provide an open communication channel between the External Doctor Network and CS Health and includes ad hoc education, opportunities to present medical cases or issues and to collaborate and share information on other matters.



The Approved Medical Practitioners forums provide an opportunity to better understand the more difficult cases that arise during pre-placement and periodic health assessments, and how these should be managed within specific job requirements and work environments of the NSW coal industry. The Practice Manager Meetings are designed to provide support to the administrative and other health professionals who support the delivery of Order 43 health assessments.

Specialised Health and Safety Scheme

Exposure Monitoring and Technical Services

Mine Safety Technical Services (MSTS) and Mine Safety Occupational Hygiene (MSOH) provide a range of gas-related technical and occupational hygiene services that help protect workers against harmful exposure to the hazards inherent in mining and other industries.



Exposure Monitoring and Technical Services

New names reflect broader focus

Coal Mines Technical Services and Coal Mines Technical Services – Occupational Hygiene have a long and proud history of servicing the NSW coal industry.

In recent years, the businesses have grown and expanded their expertise and core products and services to assist employers with their broader health and safety obligations. As such, the businesses were renamed in January 2024 to Mine Safety Technical Services (MSTS) and Mine Safety Occupational Hygiene (MSOH).

MINE SAFETY OCCUPATIONAL HYGIENE

Order 40 – Abatement of Dust on Longwalls

Order 40 mandates that NSW coal mine operators using longwall mining methods must submit a dust mitigation plan to Coal Services. This plan must outline the controls intended to limit personal exposure to airborne dust and must be approved by the Coal Services Board before production begins on a new longwall face. Once production has commenced, the mine operator must conduct a self-audit against their dust mitigation plan and submit this to Coal Services to verify that all provisions of the plan, as well as any conditions within the approval, are in place and operational.

Coal Services
approved 15 dust
mitigation plans
during the year.

Order 42 – Coal Services – Monitoring Airborne Dust

Order 42 requires that coal mine operators must allow Coal Services inspectors to monitor airborne dust, collect dust samples, and perform other activities necessary to monitor airborne dust. A comprehensive, targeted monitoring program is conducted in NSW to ensure that dust levels at coal mines remain below the workplace exposure standard (WES). Regular onsite dust monitoring and analysis provide essential data for mines to evaluate the effectiveness of dust control measures and identify areas or tasks that may pose a respiratory health risk to workers.

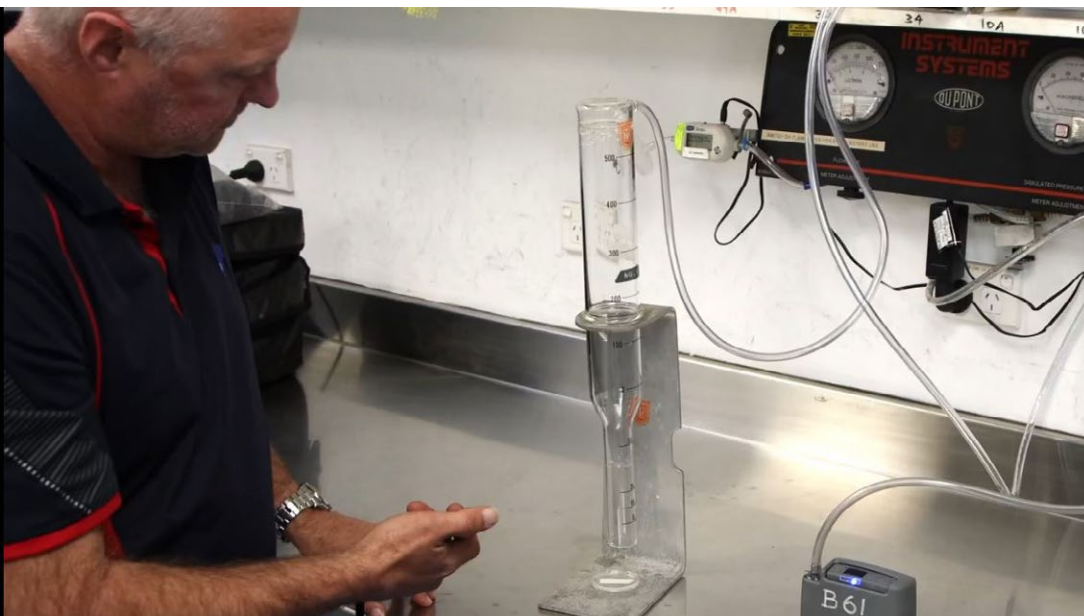
In 2023-24, statutory respirable and inhalable dust samples were collected from the breathing zones of 3,606 NSW mine workers.

Any results exceeding prescribed airborne dust workplace exposure standards were reviewed to identify potential contributing factors and opportunities for improved exposure control. Each exceedance triggered a resampling of the work area and tasks to assess the effectiveness of dust control measures implemented by the mine operator. These exceedance results, along with the subsequent resampling data, were reviewed and discussed at the Standing Committee on Airborne Contaminants and Occupational Hygiene meetings.

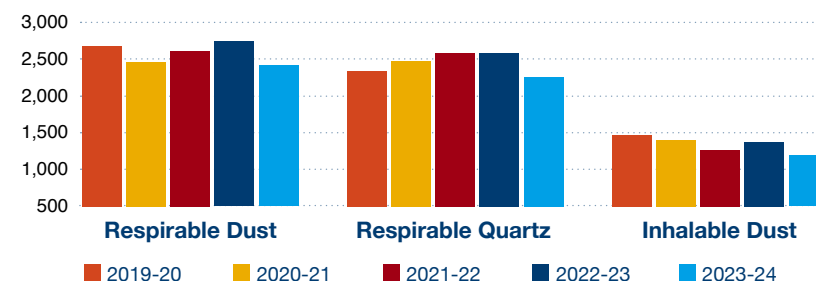
Exposure Monitoring and Technical Services

Key trends in Order 42 airborne dust results collected in 2023-24 include:

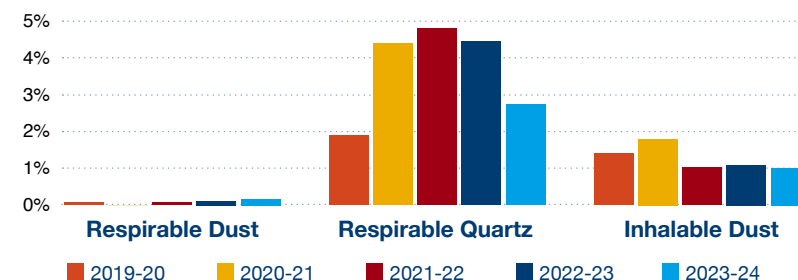
- A reduction in the number of Order 42 airborne dust results, attributed to underground mine closures and a decrease in development production at several longwall mines due to planned closures within the next 12 months.
- A decrease in the rate of respirable quartz exceedances from 4.45% in 2022-23 to 2.74% in 2023-24, reflecting mine operators' efforts to improve respirable quartz exposure controls in preparation for a further lowering of the WES.
- A reduction in the average levels of respirable dust, respirable quartz, and inhalable dust in 2023-24 compared to 2022-23 for both surface and underground workers.



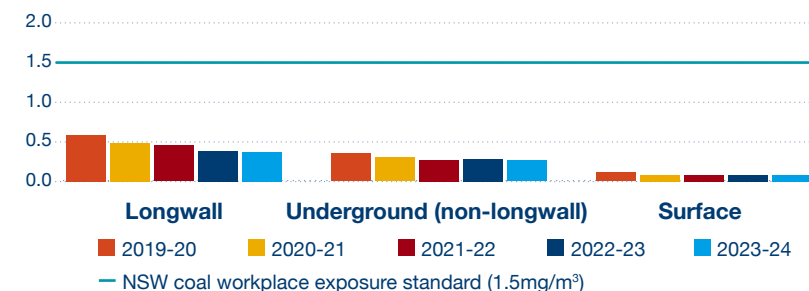
Order 42 Airborne Dust Exposure Results Collected



Order 42 Airborne Dust Rate of Workplace Exposure Standard Exceedances



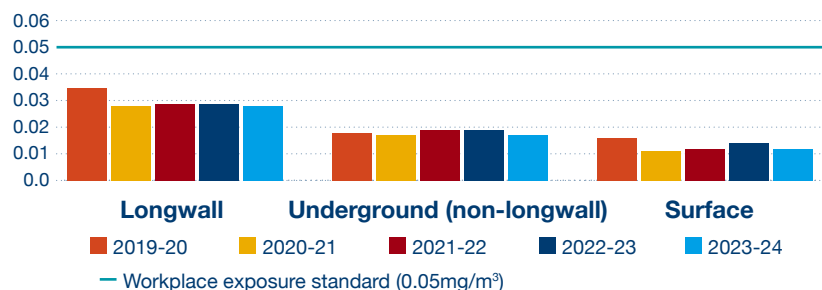
Order 42 Average Respirable Dust Exposure (mg/m³)



Graph showing average exposure against the WES over the same period. These are raw results – additional significant protection is provided by wearing RPE. WES of 1.5mg/m³ effective from 1 February 2021.

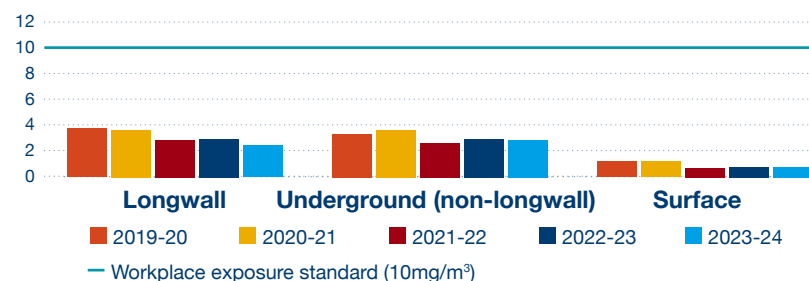
Exposure Monitoring and Technical Services

Order 42 Average Respirable Quartz Exposure (mg/m³)



Graph showing average exposure against the WES over the same period. These are raw results – additional significant protection is provided by wearing RPE. WES of 0.05mg/m³ effective from 1 July 2020.

Order 42 Average Inhalable Dust Exposure (mg/m³)



Graph showing average exposure against the WES over the same period. These are raw results – additional significant protection is provided by wearing RPE.

Workplace Exposure Standard changes

Coal Services has been actively assisting mine operators to review their current exposure controls, as well as analysing exposure data, to prepare for potential changes to workplace exposure standard (WES).

Throughout 2023-24, Coal Services focused on supporting mine operators in their efforts to reduce worker respirable crystalline silica (RCS) exposure levels. Key activities included:

- Providing industry knowledge and guidance through the Standing Dust Committee on the latest technological and research developments to address the challenges of monitoring RCS at the proposed WES.
- Conducting regional forums in June 2024 through the Standing Dust Committee to offer information and guidance on RCS exposure and control.
- Assisting mine operators in purchasing and implementing real-time dust monitoring equipment to help understand and manage RCS levels.

- Offering and delivering airborne dust and RCS awareness training. In 2023-24, Mine Safety Occupational Hygiene (MSOH) delivered 58 customised airborne dust awareness presentations, reaching approximately 1,750 workers and mine operator personnel.

Diesel Particulate Matter

The exhaust fumes from diesel-powered equipment pose a potential health risk to workers. Mine operators can better understand their workers' risk profiles by using personal monitors to measure DPM exposures. This data helps in identifying areas of risk and implementing effective controls.

MSOH collected 602 individual DPM samples during the year.

which included both personal exposure monitoring and static positional monitoring.

Exposure Monitoring and Technical Services

THE STANDING COMMITTEE ON AIRBORNE CONTAMINANTS AND OCCUPATIONAL HYGIENE

The Standing Committee on Airborne Contaminants and Occupational Hygiene (known as the Standing Dust Committee or SDC) is composed of representatives from Coal Services, the NSW Resources Regulator, the Mining & Energy Union, the NSW Minerals Council, the Mine Managers Association, and two independent experts providing additional expertise.

The SDC met six times during the year to investigate and address issues identified through routine statutory dust monitoring.

Additional activities of the SDC to raise awareness and improve occupational hygiene standards across the industry included:

- Creation of a comprehensive dust control and welding fume resources catalogue (available on the Coal Services website)
- Development and circulation of an information bulletin on the exposure risks of RCS during maintenance activities in surface coal mines
- Co-hosting a series of industry forums with the SHC across each of the NSW coal regions. SDC topics focussed on RCS, DPM and welding fume exposure risk and control.

MINE SAFETY TECHNICAL SERVICES

Service Department

MSTS' service department conducts statutory gas monitoring and analysis services to ensure equipment is operating safely and effectively. Services are conducted on customer sites using mobile workshops and at their new location in Yallah. MSTS has regionally based Technicians who service all NSW and Qld coal mining districts.

Services provided this year include:

- Sale and service of self-contained self-rescuers
- Diesel emission tests
- Gas detector NATA calibrations
- Supply of gas detection equipment
- Overhaul and repair of gas detectors
- Maintenance of SMARTGAS gas chromatographic systems
- Gas detection training and consultancy services

Laboratory Services

MSTS is accredited by the National Association of Testing Authorities (NATA) to perform analysis of mine gas, diesel particulate matter, coal dust and quartz samples. This critical service assists to keep mine environments at safe levels of airborne contaminants.

During the year MSTS conducted NATA calibrations for both NSW and Qld mining operations; performed mine atmosphere gas analysis services, respirable quartz and diesel particulate analysis; and maintained SMARTGAS systems.



Specialised Health and Safety Scheme

Mines Rescue Emergency Response

Mines Rescue is responsible for ensuring that rescue services and equipment are available to respond to and manage emergencies or incidents arising at coal mines in NSW.



Emergency Response

Centenary of disaster that birthed Mines Rescue

Friday, 1 September 2023 marked 100 years since the 1923 Hetton Coal Company Ltd Bellbird Mine Disaster (disaster) that resulted in the death of 21 miners.

This disaster was the catalyst for the Bill to establish a mines rescue service which was tabled in the NSW Parliament in 1924 and became the *Mines Rescue Act 1925*. The first NSW Mines Rescue station was established at Abermain in 1926.

Coal Services (Mines Rescue) and the Mining & Energy Union, together with the Coalfields Local Historical Association, commemorated the disaster's centenary at the Bellbird Miners Memorial Park. The event was attended by local, state and federal members of Parliament, family members of the miners who lost their lives, local school students, community members and representatives from the three host organisations.



INCIDENT RESPONSE

Mines Rescue is responsible for ensuring that rescue services and equipment are available to respond to and manage emergencies or incidents arising at coal mines in NSW.

While there were no emergency callouts during the year, Mines Rescue provided technical advice to various mines on minor incidents that had the potential to develop into an emergency situation. There were also other instances where Mines Rescue brigade members applied their first response skills to manage and maintain incidents which prevented further escalation. This demonstrates Mines Rescue's significant contribution to the safety of the industry through emergency preparedness training.

Maintaining response capability

The Coal Services Board determines the minimum number of brigade members required from each underground mine site to be available for mines rescue purposes. This is currently set at 5 per cent of the workforce including full-time equivalent contractors. At the end of June 2024 there were 457 colliery-nominated brigade members in NSW, which is above the minimum requirement.

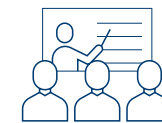
Brigade members must attend six rounds of training each year to maintain their skills and active status. New recruits are required to complete a ten-day induction at a Mines Rescue station. Fifty new recruits completed this training during the year.

At the end of June 2024



457

**Colliery-nominated
brigade members in NSW,**
which is **above** the
minimum requirement.



50

new recruits completed a
ten-day induction
during the year.

Emergency Response

Emergency preparedness

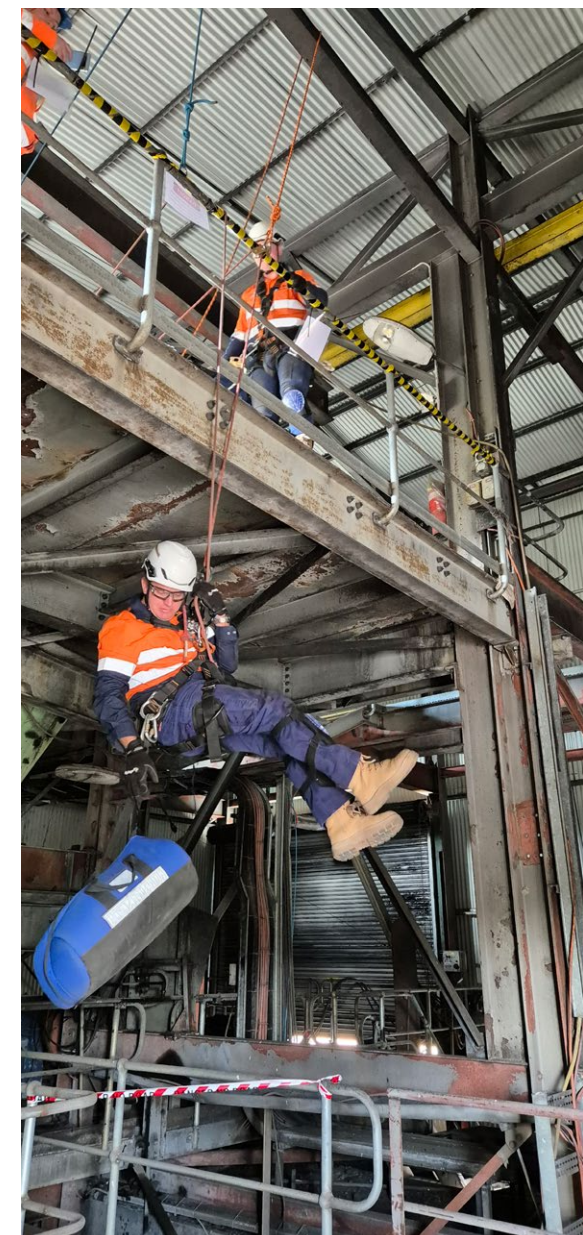
Mines Rescue works with industry to organise, manage and respond to emergency simulations and conducts emergency plan reviews as required by mining industry legislation. This ensures employees maintain a current knowledge of all emergency response requirements.

Mines Rescue competitions provide an opportunity for emergency response personnel to practice their skills and emergency preparedness in a realistic, high-pressure but controlled environment. Coal Services also hosted two First Aid competitions to test the skills learned at first aid training.



Mines Rescue competitions

REGION	DATE	VENUE	No. TEAMS	WINNERS
Northern	26 May 2023	Newstan Mine	6	Team Green
Hunter Valley (underground)	23 June 2023	Hunter Valley Mines Rescue	4	Peabody Wambo
Southern	11 August 2023	South32 IMC Appin North	6	South32 IMC Dendrobium Blue
Western	1 September 2023	Ulan West Mine/ Moolarben Mines Rescue	8	UG: Centennial Coal Springvale OC: Glencore Ulan Surface Operations
Hunter Valley (open cut)	15 September 2023	Hunter Valley Mines Rescue	10	Glencore Mt Owen
Western First Aid	14 July 2023	Moolarben Mines Rescue	6	Glencore Ulan Surface Operations
Northern First Aid	22 March 2024	Newcastle Mines Rescue	12	South32 IMC Dendrobium
Western First Aid	10 May 2024	Lithgow Mines Rescue	6	Centennial Coal Springvale
Australian Mines Rescue Competition	19 October 2023	Moranbah North Mine Qld	8	1. Anglo American Grosvenor 2. Anglo American Moranbah North 3. South32 IMC Dendrobium



Emergency Response

KEY INITIATIVES AND OUTCOMES

Enhance the skillset of Mines Rescue brigade members

Mines Rescue brigade members are likely the first responders when an incident occurs on shift.

Focus during the year centred around industry engagement to ensure the right mix of first response skills and equipment are available to manage an incident onsite. This included a review and update of the skills required to join and maintain brigade membership, increasing the frequency of skills refresher training, and improving attendance and retention through flexible scheduling.

Mines Rescue continued to deliver the Certificate III in Emergency Response and Rescue to existing and new brigade members.

Brigade database improvement

The Mines Rescue brigade database assists mine sites to comply with the requirement to provide a percentage of their workforce for underground emergency response. The database was improved to provide sites with necessary training data to ensure brigade members adhere to training requirements to maintain active status and manage recruitment as needed.

Increased emergency response training for the open cut sector

There has been a marked increase in the demand for Emergency Response Team (ERT) training across open cut mines in the Gunnedah and Hunter Valley regions. This increase reflects the growing recognition of the critical need for maintaining high standards of preparedness and safety in these mining operations.

Similar to Mines Rescue brigade training, ERT training sessions have been scheduled periodically throughout the year to ensure that teams remain fully competent and ready to respond effectively to any emergencies that may occur.

International Mines Rescue Body

Alaster Wylie, General Manager of Mines Rescue/Regulation & Compliance, was appointed to the board of the International Mines Rescue Body (IMRB) in September 2023.

The IMRB stands as the world's largest network of mines rescue professionals, responders, and specialists. The IMRB is at the forefront of mining jurisdictions, sharing intelligence, and enhancing emergency response capabilities on a global scale.

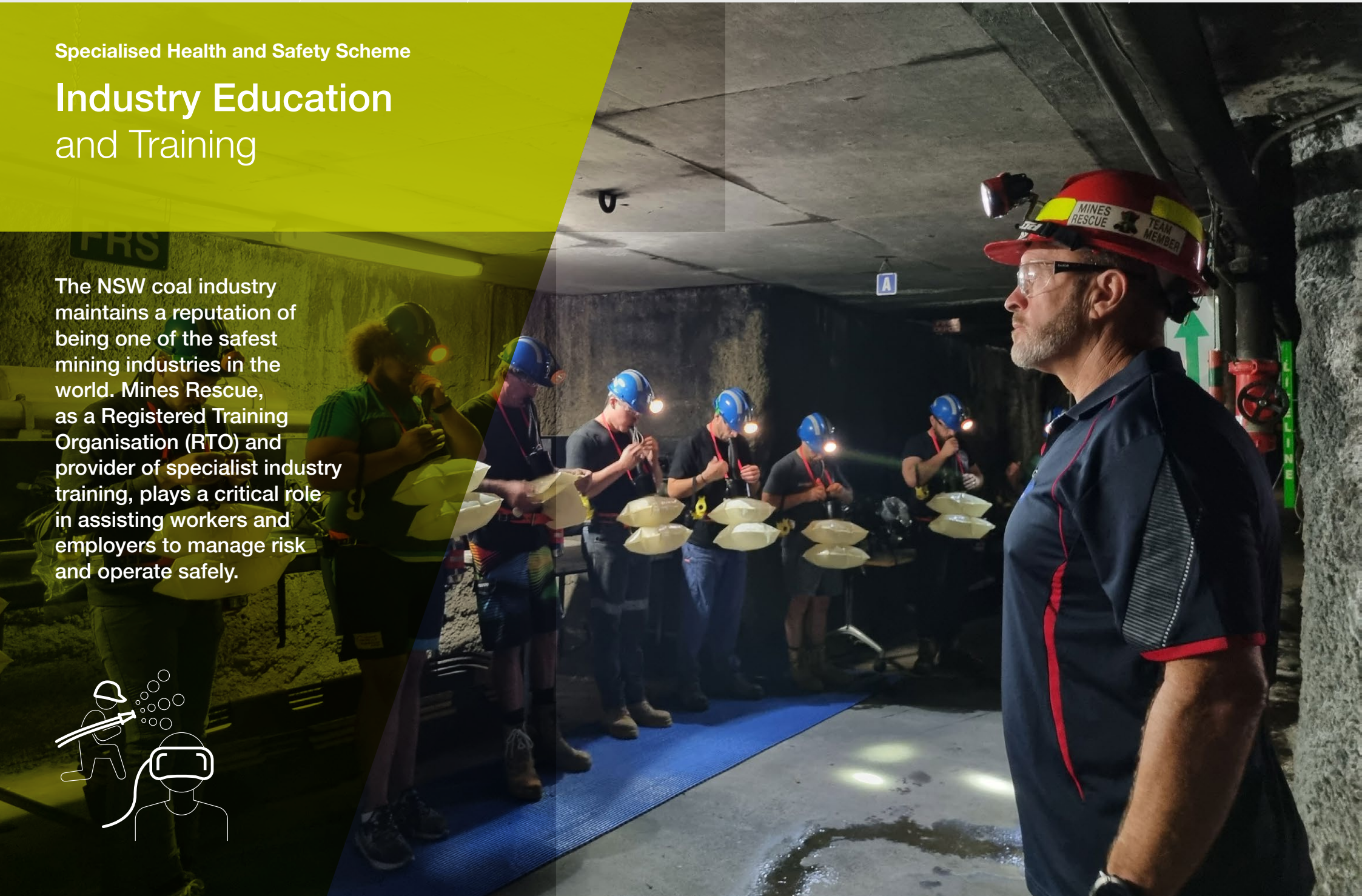
NSW Mines Rescue was a key founding member of the IMRB when the organisation started in 2001.



Specialised Health and Safety Scheme

Industry Education and Training

The NSW coal industry maintains a reputation of being one of the safest mining industries in the world. Mines Rescue, as a Registered Training Organisation (RTO) and provider of specialist industry training, plays a critical role in assisting workers and employers to manage risk and operate safely.



Industry Education and Training

Order 34 – Ensuring training plans comply with statutory provisions

NSW coal mine operators are required to have mine site training schemes to maintain a properly trained workforce. Under the *Coal Industry Act 2001* (NSW), Coal Services is empowered under Order 34 to issue guidelines regarding what should be included in a Training and Competence Management Scheme (TCMS), and to approve and audit training schemes once they are in place. The aim of these audits is to assist coal operations to improve the training and competency aspects of their Health and Safety Management System.

■ Audits

Audit topics vary according to industry needs, outcomes of risk evaluations, as well as recent incidents and investigations. In 2023, the audits focused on new-to-industry or inexperienced mine workers to review onboarding, induction and training programs as well as plans for these workers following their induction. In 2024 the focus shifted to mobile equipment operations for open cut mines, with online check-ins conducted for all other operations.

■ Workshops and conferences

Mid-year workshops were held in July 2023 and June 2024 with separate workshops for underground operations and open cut operations. The purpose of the workshops and conferences has been to share industry insights and best practices from both the mine sites and the broader industry, offer general training and competence information, and facilitate networking and idea exchange among training representatives from coal mines across the state. The workshops were well attended with most NSW coal operations represented.

An end-of-year online session was conducted to present the findings from the 2023 audits which focused on inductions and training programs for new-to-industry or inexperienced mine workers. The session highlighted 18 commendable practices that could apply to any operation; as well as several common improvement opportunities that had been identified.

21

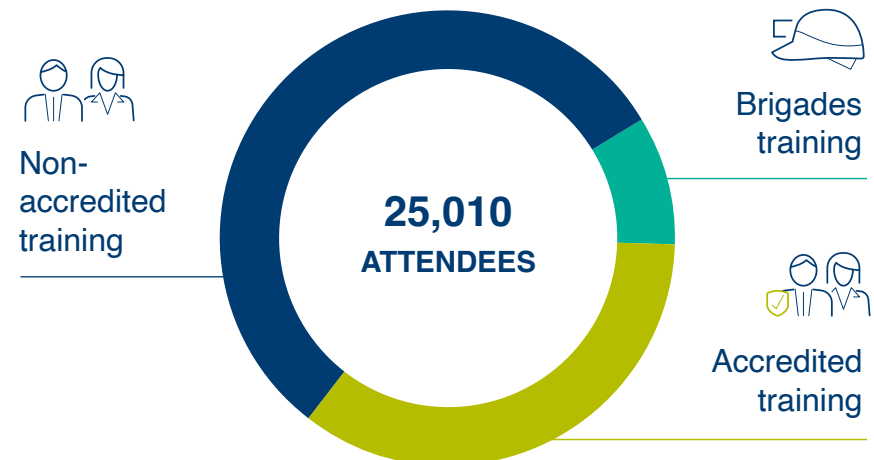
Order 34 training plans approved.

Training numbers

Overall attendances at Mines Rescue training courses have continued to grow year on year since 2020 when COVID restrictions were in place.

Mines Rescue offers a broad range of accredited and non-accredited training in addition to specialised emergency response training for brigades.

Although demand for the Generic Underground Induction for underground coal mines experienced a slight decline; attendance for statutory courses increased compared to the previous year.



Industry Education and Training

Awards recognise training excellence

- Mines Rescue was honoured with a Highly Commended accolade for **Blended Learning Solutions** at the 2023 Australian Institute of Training and Development (AITD) Excellence Awards, recognising our training approach that blends traditional classroom, practical exercises and immersive experiences using virtual reality.

- Our Generic Underground Induction course was named **'Best WHS Training Program'** at the 2024 Hunter Safety Awards, affirming our dedication to safety and effective training practices.
- We were also named **'Large Training Provider of the Year'** at the 2024 NSW Training Awards, further validating our leadership and impact in the training sector.

These awards recognise our ongoing efforts to set the standard for excellence in training and development.

Expand Maintenance of Competency training for the industry

The NSW Resources Regulator's maintenance of competence (MoC) scheme ensures practising certificate holders maintain knowledge and skills in exercising their statutory functions.

Mines Rescue now offer a full suite of MoC courses across all districts to support practising certificate holders to meet MoC requirements and related legislative requirements for training. The 'Leadership and Mentoring' module was developed and released during the year.

Expand opportunities for experiential learning

Changes in technology, access to information, and the increasing demand for flexible learning modes have changed the education industry. Headset-based virtual reality content has been expanded within Mines Rescue training courses to complement traditional learning approaches. Incorporating virtual and augmented reality to create immersive training experiences helps to produce better learning retention outcomes. The approach has allowed students to experience and respond to simulated events such as fires, roof falls, gas outbursts and other mining dangers in a controlled and risk-tolerant environment.



Specialised Health and Safety Scheme

Industry Statistics

Compiled with the cooperation of NSW coal producers, shippers and coal consumers, Coal Services holds a unique data series detailing key aspects of the NSW coal industry.



Industry Statistics

NSW MINING OPERATIONS

At 30 June 2024, there were 36 coal mining operations in NSW

17 underground mines
(13 longwall operations)

19 open cut mines

Number of coal mines in NSW



Coal production

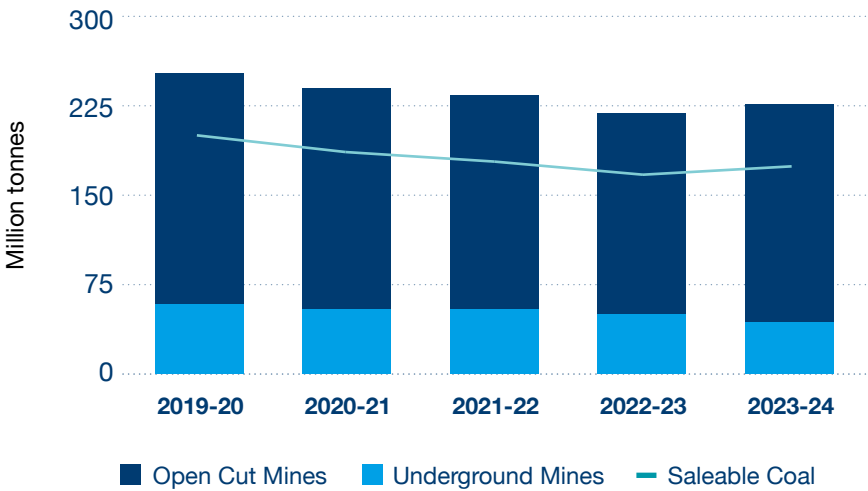
Overall raw coal production was 229 million tonnes, a 3.7 per cent increase from the 221 million tonnes produced in 2022-23.

Saleable coal production is calculated by subtracting rejects from raw coal production and adding or subtracting

unexplained adjustments at the mine site. Saleable coal production is a combination of raw (unwashed) and clean (washed) coal.

Saleable coal production was 173.5 million tonnes, up from 166.8 million tonnes in 2022-23.

Raw Coal Production (million tonnes)



Figures as at 30 June 2024

Industry Statistics

Production employment

NSW coal industry production employment is defined as all persons working in or about the coal mine or coal preparation plant, pertaining to its operation, whether employed directly by the mine owner, the mine operator or by a contractor.

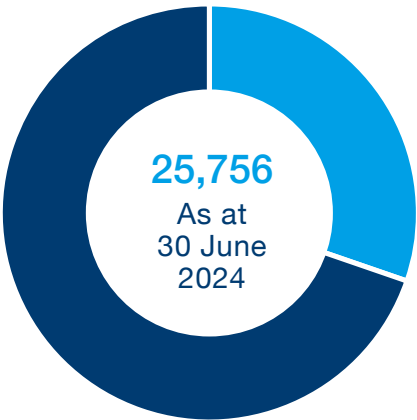
At 30 June 2024 there were 25,756 workers employed in coal mining production roles, an increase of 3.1 per cent on the year prior and marks the highest level of employment recorded by Coal Services (and the Joint Coal Board).

Sales

Coal from NSW coal mines was exported to 26 countries. Export tonnage for the year was 154.6 million tonnes, up 10.8 per cent when compared to 2022-23.

Sales to domestic markets fell by 0.7 per cent to 23.5 million tonnes.

Production Employment



- Underground mines
- Open cut mines

7,808

Workers at underground
coal mines
down 1.3 per cent

17,948

Workers at open
cut coal mines
up 5.1 per cent

Contractors represented
41.4% of the industry's
workforce
a 2% increase
on the year before.

NSW Coal Sales (million tonnes)



- 20.8 NSW Power Stations
- 2.7 Other Australian Consumers
- 62.8 Japan
- 18.7 Taiwan
- 43.5 China
- 8.1 Republic of Korea
- 21.5 Other Countries



Governance

Coal Services maintains an important set of values that recognise its responsibilities to its stakeholders, including the Minister for Natural Resources (the Minister), shareholders, customers, employees and service providers.

The Coal Services Board places great importance on maintaining the highest standards of governance and continually reviews its governance practices. Coal Services has adopted the Australian Stock Exchange (ASX) Corporate Governance Council's 'Corporate Governance Principles and Recommendations' (4th Edition) and AS 8000 - 2003: Good Governance Principles. This has been adopted by Coal Services to comply with Clause 1, Schedule 2 of the Company's Notices of Approval and provides a structure for implementing good governance. Full disclosure is made to the Minister as well as the Mining & Energy Union and NSW Minerals Council as shareholders of Coal Services in accordance with the above.

GOVERNANCE FRAMEWORK

The separation of responsibilities between the Minister, Managing Director/CEO, the Board and the General Management Team is governed by the *Coal Industry Act 2001* (NSW) and the *Corporations Act 2001* (Cth).

Board nominations and appointments

The Minister is responsible for overseeing Coal Services' operations in respect of its statutory functions including the appointment of Directors to the Coal Services Board. Specific details on Board nominations and appointments can be found in Schedule 5 of the *Coal Industry Act 2001* (NSW).

Governance

Board independence

Board members have a range of relevant general financial knowledge, as well as specific skills and expertise in the coal industry, financial services, risk and workers compensation sectors. Specific details for each individual Director are set out in the Board of Directors section. Four of the six Non-Executive Directors are directly nominated by Coal Services shareholders, as required by the *Coal Industry Act 2001* (NSW). In relation to independent Non-Executive Directors, independence is assessed prior to nomination to the Minister and all Directors are subject to a Probity process performed on behalf of the Minister prior to appointments being made.

All Directors must comply with the Directors' Code of Conduct and Coal Services' Conflict of Interest Procedure. At the time of appointment and every year thereafter, all Directors must complete a Fit and Proper Responsible Person Assessment as per the Coal Services Fit and Proper Policy.

Board induction and continued professional development

On appointment, all Directors are provided with an induction program by the Company Secretary. During the induction program, each Director is provided with a Board Information Pack on a Coal Services secure platform (Diligent Boards) and is provided with verbal information through meetings with the appropriate company officers including the Managing Director/CEO, General Counsel and Chief Financial Officer. This includes relevant information for the Director to familiarise themselves with the governance framework that Coal Services operates within, our Strategy and any current issues relevant to the proper functioning of the Board.

Company Secretary

The Company Secretary is appointed and can be removed by the Board of Directors. The Company Secretary reports to the Chairperson and to the Managing Director/CEO (from a day-to-day operational perspective).

PERFORMANCE EVALUATION

Board performance

The Board performance evaluation process is conducted approximately every two years, with an external Board Performance Evaluation to be undertaken in late 2024.

ETHICAL FRAMEWORK

Code of Conduct

Coal Services is committed to conducting business with integrity and accountability in accordance with the highest ethical standards and in compliance with all applicable laws, rules and regulations.

The Code of Conduct describes the expectations from Coal Services in relation to the desired level of professionalism and excellence that supports Coal Services' business reputation and corporate image within the community.

It highlights the seven key principles that aligns with Coal Services mission and values being:

1. We act honestly, ethically and with integrity.
2. We value our customers and community.
3. We treat each other with respect.
4. We are accountable and transparent.
5. We respect and maintain privacy and confidentiality.
6. We recognise and declare any conflicts of interest.
7. We obey the law and comply with all company policies.

Governance

Conflict of interest

All Directors are required to disclose any conflict of interest upon appointment and are required to keep these disclosures to the Board up to date. Any Director with a material personal interest in a matter being considered by the Board must declare their interest and, unless the Board resolves otherwise, may not be present during the boardroom discussion or vote on the relevant matter.

All employees are expected to disclose all conflicts of interest and have appropriate controls in place around the particular conflict.

Environmental, Social and Governance

Coal Services' Environmental, Social and Governance (ESG) statement details the company's commitment to managing environmental and social obligations.

The ESG Committee is responsible for developing, coordinating and reporting on Coal Services' ESG framework, ESG statement and related obligations.

FINANCIAL REPORTING AND RISK MANAGEMENT

Financial reporting

The Coal Services Board receives regular reports from management about the financial performance of Coal Services and all controlled entities.

The Board is supported by the:

Board Finance Investment and Audit Committee (FIAC): monitors the financial and investment performance against strategies and targets, oversees the internal and external audit process, as well as financial reporting.

Board Risk Management Committee: oversees Coal Services' compliance with corporate policies, corporate governance and risk management policies, by monitoring implemented internal controls in line with the risk management framework and relevant legislation.

In late 2023 a Clinical Governance Committee was formed, as a sub-committee of the Board Risk Management Committee, to develop and monitor operational adherence to CS Health's Clinical Governance Framework.

Board Insurance Committee: oversees the operation and effectiveness of the specialised workers compensation scheme for the NSW coal industry, administered by Coal Mines Insurance.

Board Remuneration, People & Culture

Committee: oversees Directors' remuneration and the remuneration and employment conditions of all Coal Services employees, in addition to employee engagement, diversity and organisational culture.

Risk management

The recognition and management of risks is a critical function within Coal Services. The risk management framework has been developed to manage:

- Capital and earnings targets
- Reputational, political and regulatory risk
- Insurance risk
- Operational risk
- Investment risk
- People risk
- Information technology and cyber security risk

Whilst Coal Services is not required to comply with the Australian Prudential Regulation Authority's (APRA) Prudential Standards, Coal Services has adopted these Standards where appropriate.

The Coal Services Board is responsible for reviewing and approving the overall risk management strategy, including the Risk Appetite Statement.

Internal audit

The Internal Audit function is governed by the Internal Audit Charter which is reviewed and approved by the FIAC.

The Internal Audit Function is authorised to:

- Have unrestricted access to the FIAC.
- Have unrestricted access to all functions, property, records and employees of Coal Services.
- Allocate resources and apply such techniques as may be required to fulfil the requirements of the annual audit plan and any additional audit activities that may be agreed.
- The annual audit plan is resourced internally by the Internal Audit function and by other outsourced audit providers, as appropriate.

External audit

Coal Services' external auditor is KPMG and has been appointed by the Coal Services Board. The role of the external auditor is to provide an independent opinion that Coal Services' financial reports are true and fair and comply with applicable accounting standards and the *Corporations Act 2001* (Cth).

Governance

2023–24 BOARD ATTENDANCE (SUMMARY)

Director	Position	Board Meetings Coal Services ^{1,2} (inc. CMI & Mines Rescue)		Board Finance, Investment and Audit Committee ³ (FIAC)		Board Risk Management Committee ⁴		Board Insurance Committee ⁵		Board Remuneration, People & Culture Committee ^{6,7} (RPCC)	
		Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended
Kylie Ah Wong ^{8,9}	Non-Executive Director / Chairperson	3	3	0	0	1	0	0	0	1	1
James Barben ^{10,11}	Non-Executive Director	6	6	1	1	3	3	4	4	0	0
Linda Bostock ¹²	Independent Non-Executive Director / Chairperson	6	6	5	5	0	0	4	4	3	3
Lucy Flemming	Executive Director	6	6	0	0	0	0	4	4	0	0
Mark Genovese	Independent Non-Executive Director	6	5	5	5	4	4	0	0	0	0
Peter Jordan ^{13,14}	Non-Executive Director / Chairperson	3	3	0	0	0	0	2	2	1	1
David Moulton ¹³	Non-Executive Director	3	2	3	1	0	0	0	0	1	0
Graeme Osborne ¹⁰	Non-Executive Director	6	5	0	0	3	2	1	1	3	3
Robin Williams ^{8,15}	Non-Executive Director	3	3	0	0	1	1	0	0	0	0
Total		42	39	14	12	12	10	15	15	9	8

¹ The Boards for Coal Services Pty Limited, Coal Mines Insurance Pty Ltd and Mines Rescue Pty Limited are opened concurrently as one meeting (Coal Services Boards).

² Chairperson role vacant from 1 January 2024 to 14 February 2024.

³ Vacant role on FIAC from 1 January – 14 February 2024.

⁴ Vacant role on Risk Management Committee from 1 January – 14 February 2024.

⁵ Vacant role on Insurance Committee from 1 January – 14 February 2024.

⁶ Two (2) vacant roles on RPCC from 1 January – 14 February 2024.

⁷ One (1) vacant role on RPCC from 15 February 2024 – 30 June 2024.

⁸ Appointed to Coal Services Boards on 1 January 2024.

⁹ Appointed to Risk Management Committee & RPCC on 15 February 2024.

¹⁰ Removed from Risk Management Committee on 15 February 2024.

¹¹ Appointed to FIAC on 15 February 2024.

¹² Elected as Chairperson under the *Corporations Act 2001* - s248E(1) on 15 February 2024.

¹³ Appointment on Coal Services Boards expired on 31 December 2023.

¹⁴ Appointment as Chairperson expired on 31 December 2023.

¹⁵ Appointed to Risk Management Committee on 15 February 2024.

Governance

Board of Directors



Kylie Ah Wong

Non-Executive Chairperson

Nominee for the
NSW Minerals Council
Term of appointment
1 January 2024 – Current



Lucy Flemming

Managing Director/CEO

Term of appointment
19 December 2011 – Current



James Barben

Non-Executive Director

Nominee for the
NSW Minerals Council
Term of appointment
1 August 2021 – Current



Linda Bostock

Independent
Non-Executive Director

Term of appointment
1 January 2019 – Current



Mark Genovese

Independent
Non-Executive Director

Term of appointment
1 January 2013 – Current



Graeme Osborne

Non-Executive Director

Nominee for
Mining & Energy Union
Term of appointment
6 June 2019 – Current



Robin Williams

Non-Executive Director

Nominee for
Mining & Energy Union
Term of appointment
1 January 2024 – Current



Peter Jordan

Non-Executive Chairperson

Term of appointment
1 January 2012 –
31 December 2023



David Moulton

Non-Executive Director

Term of appointment
1 January 2015 –
31 December 2023

Governance

General Management Team



Paul Barnicoat

Chief Financial Officer



Wayne Green

Chief Operating Officer



Rochelle Kramer

Company Secretary



Sheila Krishnan

Chief Risk Officer



Mick Jones

Chief People Officer



Kirsty Bates

General Manager, Health



Dean Polly

General Manager,
Insurance



Lynette Harper

Program Director,
Scheme Strategy



Alaster Wylie

General Manager,
Mines Rescue/Regulation
& Compliance



Jennifer Short

General Counsel



Coal Services Pty Limited

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