



Coal Services

To Protect

Annual Report 2024–25





Performance highlights

2024–25

Operating coal mines in NSW

18 underground
19 open cut

3,251

Order 42 statutory respirable and inhalable dust samples taken

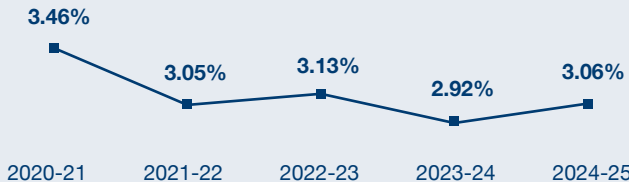
10,170

Order 43 periodic health surveillance medicals to monitor and protect against occupational disease

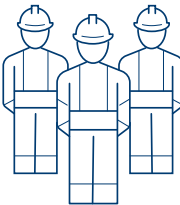
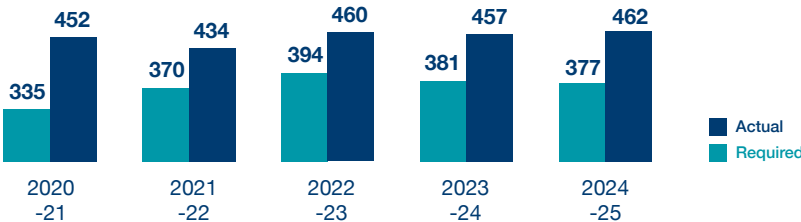


Claim frequency rate

3.06%

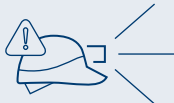


Trained volunteer brigades personnel

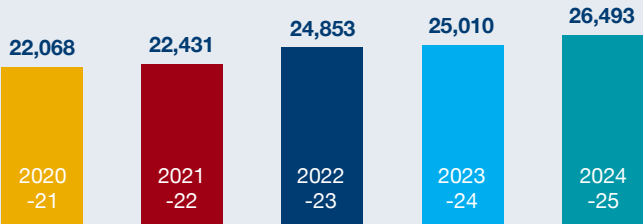


40,454

Average exposed to risk workers



Overall attendances at Mines Rescue courses



9

Order 34 training plans approved



14

Order 40 dust mitigation plans approved

Compliance
No material compliance breaches reported

Statutory obligations
Requirements met

Sustainable Scheme
Fully-funded Coal Services Specialised Health and Safety Scheme

**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, mine 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 2 shareholders: the Mining and Energy Union and the NSW Minerals Council. 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 be a valued industry partner
promoting a healthy workforce
and safe workplaces**

OUR VALUES

**We care. We work together.
We make a difference.**

Message from the Managing Director/CEO and Chair



Kylie Ah Wong
Chair



Angela Hunter
Managing Director/CEO

Industry overview

At 30 June 2025, there were 37 active coal mines across NSW employing 25,406 people directly in coal mining production roles; a clear indicator of the industry's ongoing economic and social importance to the communities in which they operate.

Our workers' compensation scheme now covers more than 40,000 exposed to risk workers. The NSW coal industry consistently operates to world-class standards, not only in safety, but also with regard to worker health and wellbeing. A continued focus on risk management and incident prevention has supported industry's efforts to maintain safety and has helped keep injury rates stable over the year.

Strategic performance

In 2024–25 we remained focused on our strategic priorities: delivering exceptional customer experiences, offering valued products and services, and operating efficiently to support the long-term interests of all stakeholders.

At the end of 2024, Coal Services' Board and Leadership Team co-developed a new 3-to-5-year strategy, with a strong focus on delivering our core services exceptionally, and deepening stakeholder engagement to design this approach through strong partnerships with industry. This strategy also ensures our operating model evolves to meet the current and future needs of the NSW coal industry, ensuring we are future-fit.

In the first six months of our new strategy, we focused on foundational priorities that were in train which included strengthening stakeholder engagement, improving insights to drive continuous improvement, and establishing a permanent local Mines Rescue presence in Gunnedah. We advanced initiatives to enhance coal mine worker health and safety, strengthened the External Doctor Network, and began embedding stronger governance through a dedicated health committee and expanded preventative health campaigns. Key efforts also included supporting industry readiness for reduced exposure standards and enhancing our Mines Rescue brigade. We continued to invest in systems, people, and technology; all while ensuring sound financial management to sustain the scheme long-term.

A major milestone this year was the development of the replacement to Order 43 (Order 45), expected to take effect in 2026. This process has served as a strong example of co-design and collaboration with industry stakeholders, and sets a positive precedent for future consultation.

Upon commencement of the replacement Order all relevant recommendations from the Mine Safety Advisory Council's (MSAC) Independent Review into the health surveillance scheme will be fully implemented. Two new health standards, targeting respiratory and cardiovascular health, were introduced during the year, further strengthening our health surveillance scheme framework to better protect the health of workers across our industry.

Financial performance

In 2025, total revenue and investment income increased by \$44.6 million compared to the previous year, driven by improved investment performance, as well as marginal increases in insurance premiums and other revenue in line with CPI.

Expenses rose by \$11.2 million, reflecting the impact of inflation, higher employment and initiatives to strengthen operations and enhance service delivery in support of industry needs. Expenses also include a \$6.2 million provision for doubtful debts, mainly relating to one policyholder pausing operations.

Message from the Chairman and Managing Director/CEO

Stakeholder engagement
and acknowledgements

We extend our sincere thanks to our industry partners, the communities across our operational regions, and all our valued stakeholders for their continued support. We would particularly like to acknowledge our shareholder representatives for their active involvement in working groups and focus groups, which have played a key role in driving service improvements and positive change across the organisation.

Our thanks also go to The Hon. Courtney Houssos, Minister for Natural Resources, and her team; as well as Tony Maher, General President, and Grahame Kelly, General Secretary, both from the Mining and Energy Union; and Stephen Galilee, CEO of the NSW Minerals Council, for their ongoing support.

One of the most significant changes within our organisation this year was the retirement of long-serving Managing Director/CEO, Lucy Flemming, after 15 years of leadership. We thank Lucy for her commitment and service, and we wish her all the best for her next chapter. The Board was excited to welcome Angela Hunter, who was appointed as Managing Director/CEO in May.

Finally, we express our appreciation to Coal Services’ employees, our General Management Team, and our Board of Directors. Their professionalism, resilience, and ongoing contributions continue to underpin everything we achieve.

Coal Services is proud to be part of the broader health and safety community within the NSW coal industry. We remain committed to working together to enhance health and safety standards that protect all people across the sector.

Kylie Ah Wong
Chair

Angela Hunter
Managing Director
/CEO

Financial Overview for the year ended 30 June 2025	2025 \$'000	2024 \$'000
Consolidated Comprehensive Income		
Total revenue and investment income	381,378	336,807
Total expenses	(288,117)	(276,903)
Net profit from ordinary activities	93,261	59,904
Other comprehensive income/(loss)	430	(5,833)
Total comprehensive income for the year	93,691	54,071
Consolidated Financial Position		
Total Assets	1,017,528	887,236
Total Liabilities	(632,807)	(596,206)
Net Assets	384,721	291,030

Our people

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

The People & Culture team continued to deliver on the strategic 3-year road map, supporting and embedding key initiatives aligned with our people strategy to drive sustainable outcomes through a leader-led organisation.

The focus areas included:

- **building leadership and emotional intelligence (known as EQ) capabilities** through 3-module leadership development program: *Lead with Self, Lead with Purpose and Lead to Innovate*. The program focuses on enhancing participants' EQ skills to support improved decision making.

- **succession planning and talent management** which continue through successor development planning, career conversation insights and the inclusion of a rating scale into the Performance Review Discussion process through the Coal Services Human Resources Information System.
- **Coal Services' Cultural DNA Framework** which continues to evolve, supporting improved culture and connection across the business. As part of this, a 'Living our Cultural Principles' eLearning module is being created as an awareness tool for new employees and a refresher tool for current employees. Engagement survey analysis continued to show improvements in key focus areas.



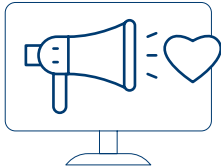
Our people

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 legislative reporting and compliance obligations, we submitted our 2024–25 Public Report in June 2025.

(at 29 May 2025)			
	Total	%	
		Women	Men
Managing Director/CEO	1	100	0
Key management personnel	10	50	50
Managers	64	44	56
Professionals	280	61	39
Technicians and trade	40	8	92
Clerical and administrative	169	93	7
Labourers	4	75	25
Total	568	65	35
	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 the MSAC and sub-committees, and have representatives sitting on various Australian Standards committees.

Each of our businesses continued to focus on improving risk-based change management, stakeholder engagement, and maintaining regular contact with mine operators, contractors, the Mining and Energy Union, NSW Minerals Council and the NSW Resources Regulator at key shareholder events, working groups, workshops and forums. We also applied a more contemporary approach to consultation and change management, which included co-designing the proposed changes to Order 43, establishing the MSAC Review Implementation Working Group, as well as facilitating industry forums for Order 34, respiratory health and dust monitoring and education sessions on various workers' compensation topics.

Voice of Customer

The Coal Services Voice of 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.

To help mature and complement the Voice of Customer programs for both worker and employer segments, a range of customer experience research, engagement, and baseline activities have been completed or are currently underway. Customer journey mapping and service design blueprints were developed to visualise the current experience and its impacts on both business operations and customers. These will serve as foundational tools to shape and influence an optimised future state, highlighting continuous improvement opportunities aimed at elevating both employee and customer experiences moving forward.

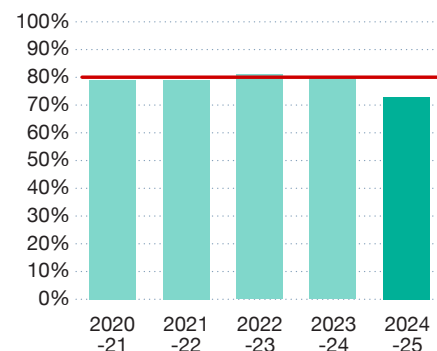
18,111
survey responses
received during the year

Our customers

Coal Mines Insurance

Worker satisfaction is measured by survey responses from injured workers relating to their claims experience. The lower customer satisfaction score this year points to areas needing improvement, particularly in payment processing and customer service response times. These issues have been influenced by the implementation of a new database processing system, which, while essential for long-term efficiency, led to unintended consequences that affected certain aspects of service delivery and associated timeframes. The transition also revealed the need for additional resourcing, which is now being addressed.

Worker Satisfaction



Target: 80%

Participation rate for 2024-25: 26.02%

Employer satisfaction decreased slightly on the previous year and reflects the impact of the system changes experienced by workers.

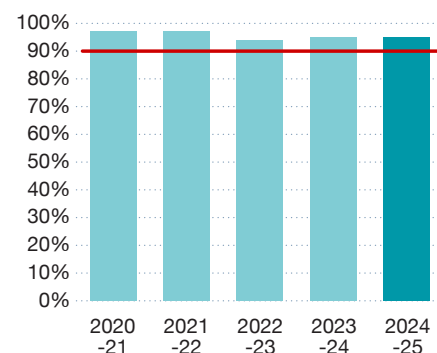
Continuous improvement actions based on survey feedback are ongoing. Focus areas include enhancing policyholder service delivery, managing expectations, upskilling employees, improving reporting and insights, and ensuring accessible and responsive claims support.

68.1 %
employer satisfaction
(30% participation rate)

Coal Services Health (CS Health)

Workers were invited to rate their experience after attending a medical and/or other health-related service. Overall feedback continued to be positive, with many highlighting the professionalism and friendliness of staff, commending the level of support they received, and the overall ease of working with the business.

Worker Satisfaction



Target: 90%

Participation rate for 2024-25: 17.23%

Employer satisfaction increased slightly compared to the previous survey period, driven by ongoing efforts to improve engagement through industry forums and collaboration with stakeholders via regular meetings and workshops.

The qualitative feedback collected has yielded valuable insights, which will help inform and enhance CS Health's ongoing engagement with customers. Areas identified for improvement include communication, responsiveness, medical review processes, and adherence to medical processing timeframes.

76.61 %
employer satisfaction
(28% participation rate)



Our customers

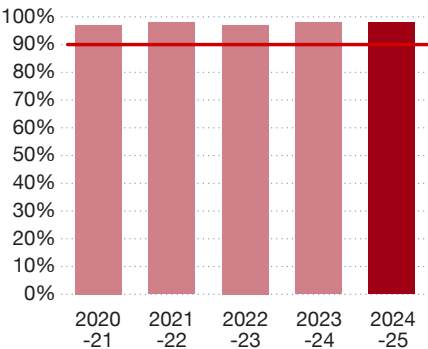
Mines Rescue

Training participant satisfaction

Training participants who attended Mines Rescue training courses were encouraged to provide feedback on completion of their course.

Mines Rescue trainers received high praise for their professionalism and expertise, with participants noting their helpful approach, subject knowledge, and the practical relevance of the training content. Overall, feedback indicated participants would recommend Mines Rescue as a training provider.

Worker Satisfaction



Target: 90%

Participation rate for 2024-25: 39.07%

Employer satisfaction

A formal, region-specific Voice of Customer survey program for employers concluded in October 2024. Customer satisfaction remained high, with positive feedback on service provision, professionalism and quality of outcomes. Areas for improvement were in relation to availability and frequency of training options, as well as inconsistencies in process and/or service when dealing with multiple stations.

91.50%
employer
satisfaction

(61.72%
participation rate)

Mine Safety Technical Services (MSTS)

A formal Voice of Customer survey program for employers concluded in November 2024. Customer satisfaction results were high, with positive feedback received regarding service provision, professionalism and quality of service delivered. Areas for ongoing improvement include reporting and service flexibility to better serve customer needs.

94.43%
employer
satisfaction

(58.33%
participation rate)

Mine Safety Occupational Hygiene (MSOH)

The last formal survey conducted for MSOH was completed in July 2024. The survey collected 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 the NSW coal mining communities by supporting not-for-profit organisations, the NSW coal industry, and community events.

Our purpose, vision and values have the central theme of protecting the health and wellbeing of the NSW coal mining 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 approximately 1,000 life-saving missions annually and is grateful for the corporate sponsorships and community fundraising that help enable this vital work. 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.

Coal Services joined other local businesses to sponsor the **Illawarra Steelers** in the Harvey Norman Women's Premiership. More than 1,000 females are playing in the Illawarra region, many of whom have connections to mining. The sponsorship agreement reflects our commitment to supporting local communities while fostering the development of female talent within the region.

Coal Services' exclusive sponsorship of the **Singleton Greyhounds** (Singleton United Rugby League Football Club) is heavily focused on highlighting the importance of safety leadership in first aid provision and training. Hunter Valley Mines Rescue provides accredited training to the Greyhounds' First Aiders and other members, and supports the club by providing first aid services at annual community events.



Community partnerships



International Women's Day (IWD) is an annual, global event celebrating women's social, economic, cultural, and political achievements. It recognises the difference that women have made and will continue to make in our communities and industry.

Coal Services has supported the IWD Illawarra luncheon since 2021. This sponsorship aligns with our organisational values and helps raise funds for not-for-profit women's services in the local community.



Community events

Coal Services supported numerous industry partners by participating in community days at Glencore, Peabody, GM3, Thiess, Yancoal and New Hope mines. These events, as well as emergency response events such as the Emergency and Essential Services Expo, provide opportunities for mining companies to engage with local communities and their workers' families.

Mines Rescue continued to support community events by providing in-kind first aid services and teaching essential first aid skills through 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.

Coal Services welfare grants

Welfare funds are granted to benefit workers and former workers of the NSW coal industry, their dependants, and communities. Eleven 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:

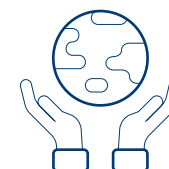
- **upgrading and installing plantation shutters** to improve energy efficiency and help reduce electricity consumption by reducing the need for air conditioning and heating throughout the year.
- **conducting annual preventative thermography** to identify and address heat concentrations or leaks in electrical equipment. This proactive approach ensures effective preventative maintenance.
- **recycling and repurposing** old equipment for training purposes, including recharged fire extinguishers past their use date, thereby minimising landfill waste. Coal Services' workwear range also includes items made using Repreve textiles, transformed from recycled plastic bottles.
- **continuing to monitor sustainability and efficiency 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.

- **supporting a Hybrid Work Policy and use of technology** where possible (e.g. remote work, use of video conferencing functionality), which helps reduce the number of cars on the road and contributes to reducing our overall environmental impact.

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, and other Work Health and Safety requirements.

Scheme overview as at 30 June 2025

2,492
active policies

2,483
active frank
injury claims

A claim from a mental or physical injury that occurred on a specific date.

Scheme overview in the 12 months to 30 June 2025

\$5,739 million
assessable wages¹

40,454
average exposed
to risk workers¹
(Up from 40,057 for 2023–24)

1,239
new claims and
early notifications
received

\$108.1 million
net claims paid

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 early intervention, person-centred case management, reasonably necessary treatment, an emphasis on return to work, and meeting legislative obligations.

In 2024–25, a total of 1,239 new claims and early notifications were received, a 6% increase on the 1,171 claims lodged in 2023–24.

Employers must notify CMI within 48 hours of becoming aware of a workplace injury. During the year, 73% of injury notifications were received within 48 hours of injury (up from 67% the previous year).

Claim payment summary

Claims payments for 2024–25 were a total of \$108.1 million, an increase of \$12.5 million from \$95.6 million paid in 2023–24. The largest costs to the Scheme were for weekly benefit and legal matters, accounting for three-quarters of annual claims payments.

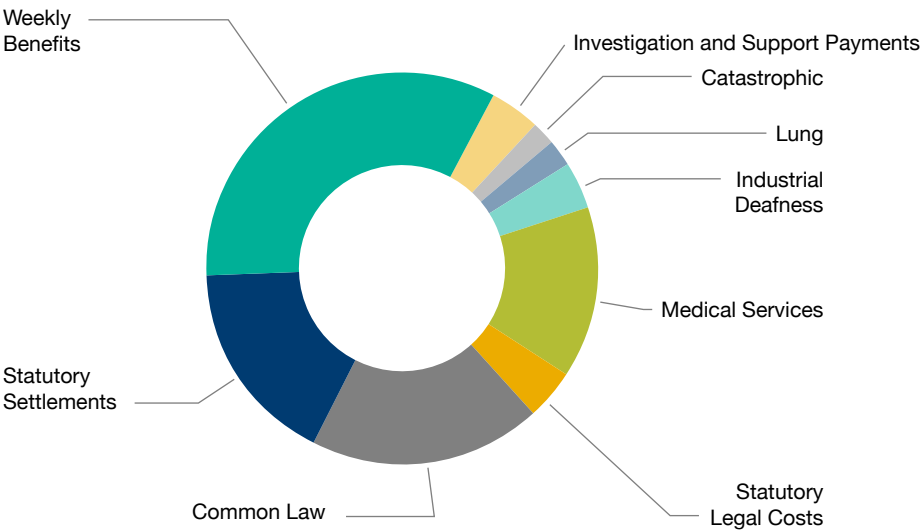
Cost increases to the Scheme

- A catastrophic claim incurred in the prior year experienced increased costs for medical and artificial aids payments.

Cost decreases within the Scheme

- The CMI legal team strategy is to resolve legal claims in a fair and timely manner which resulted in both lower external legal costs and average settlement amounts within expectations.

2024–25 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.

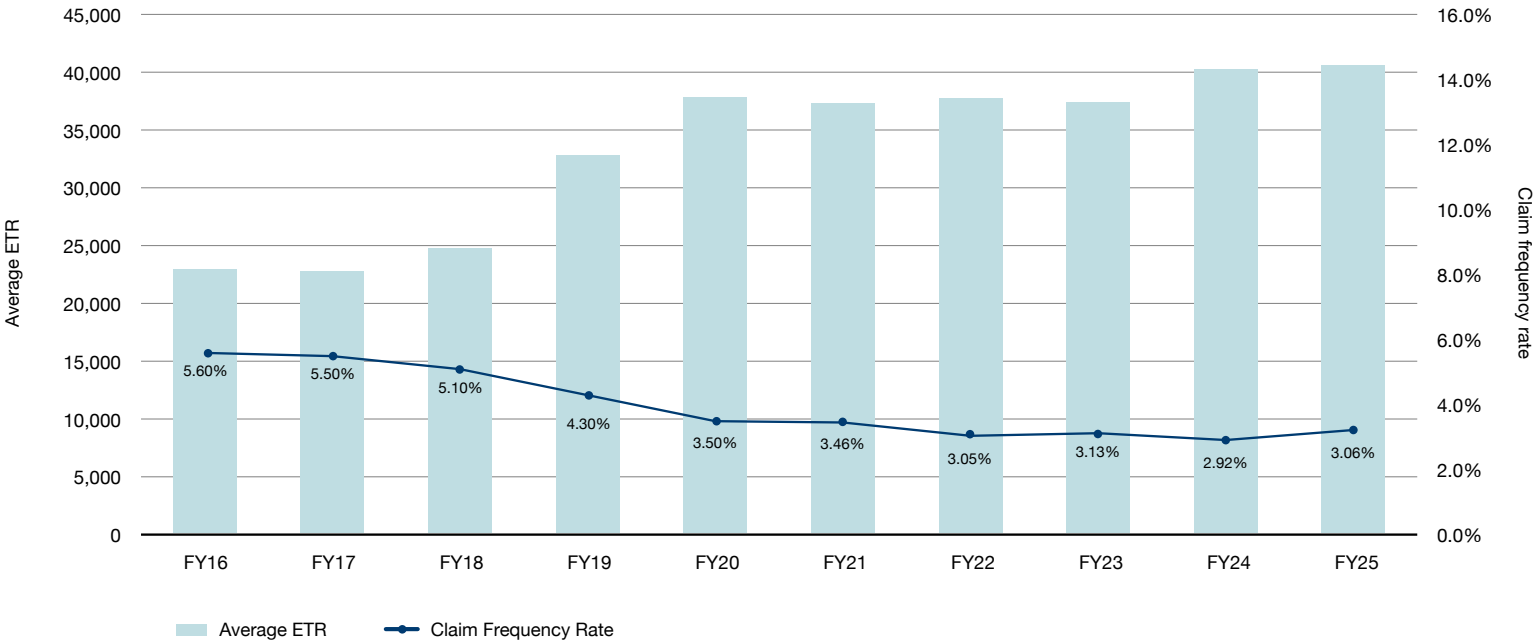
In 2024–25, there were 1,239 new claims and early notifications, and an average ETR of 40,454, resulting in a claim frequency rate of 3.06%.

Although the claim frequency rate as at 30 June 2025 was slightly higher than the same period in the prior year (2.97%), it remains lower than the 2015-16 claim frequency rate (5.60%), representing an overall decline of 45% since then.

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 supported 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 rate and average ETR by financial year



Insurance

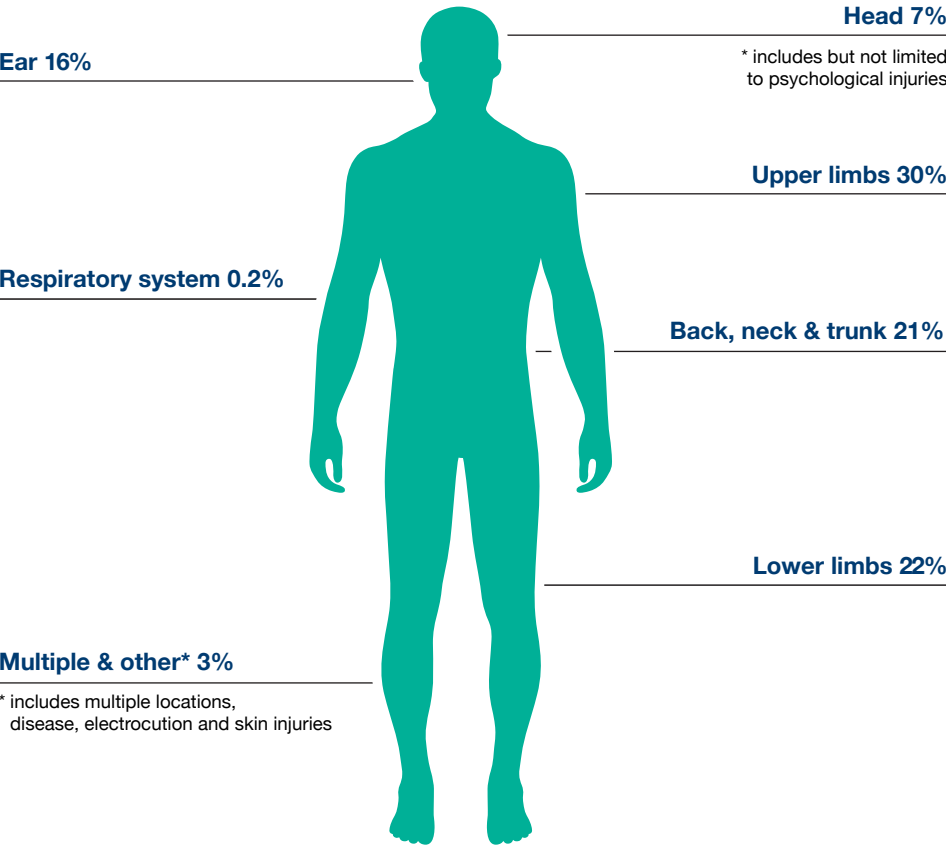
Nature of injury

The nature of injury identifies the principal physical characteristics of the work-related injury or illness. In 2024–25, traumatic joint/ligament and muscle/tendon injuries were the most common nature of injury, accounting for 31% of all new claims received. Together with musculoskeletal and connective tissue diseases (26%), and nervous system and sense organ diseases (16%), these injury types comprised 72% of all new claims in 2024–25.

Location of injury

The body map shows the proportion of new claims in 2024–25 by primary injury location. The highest proportion of injuries occurred in the upper limbs (30%), followed by the lower limbs which accounted for 22% of injuries.

Location of Injury



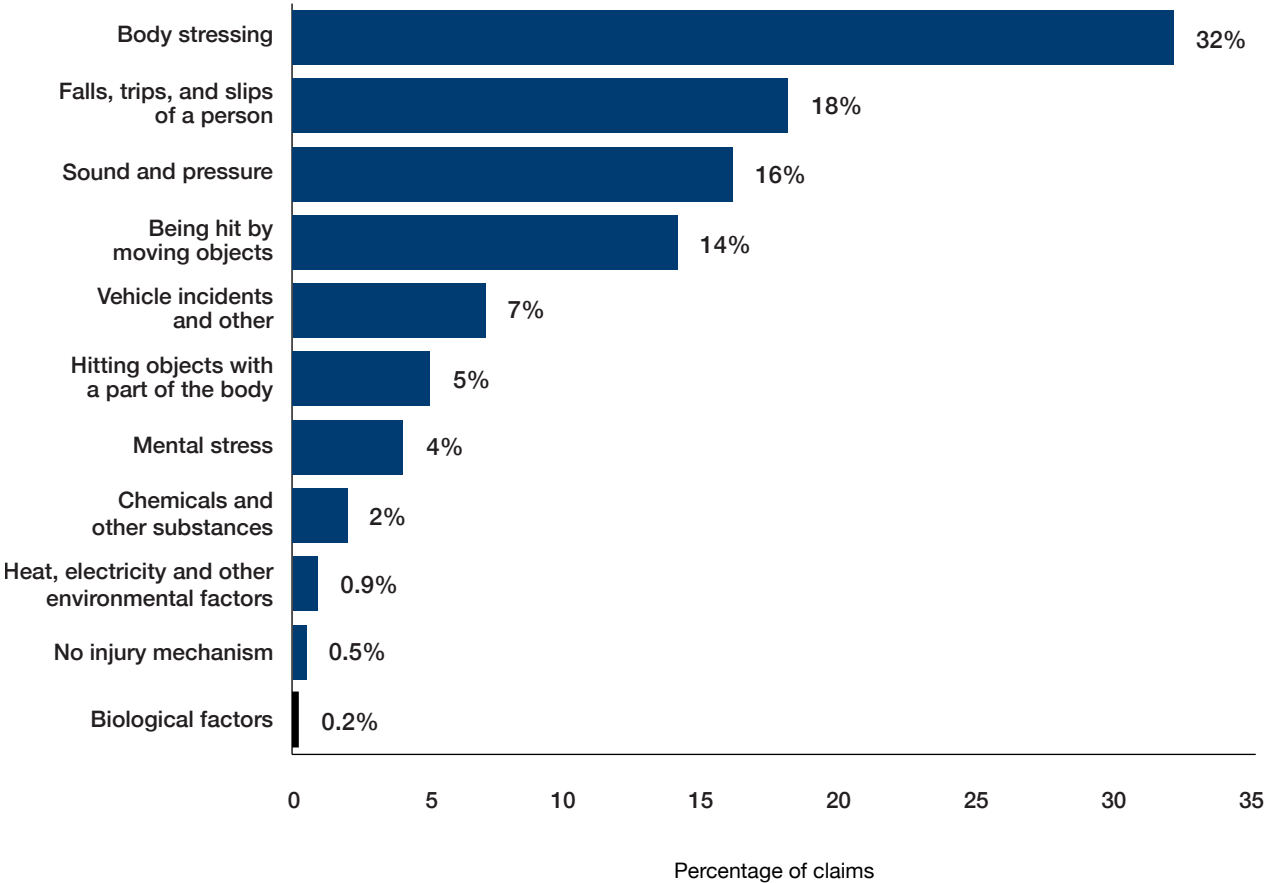
Insurance

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 injury for 2024–25²

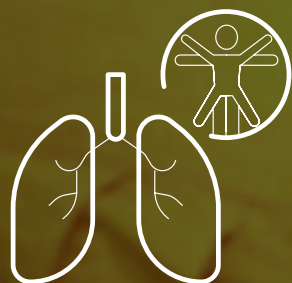


² Totals may not add to 100% due to rounding

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.



Health

CS Health is responsible for executing the Coal Services Health Monitoring Requirements for Coal Mine Workers Order No. 43 (Order 43), which monitors the health of NSW coal mine workers for any health effects due to occupational exposures to dust, noise, chemicals, and other workplace hazards. The health assessments detailed in the Order can also identify other health and lifestyle-related conditions that may impact a coal mine worker's ability to work safely and effectively.

Regular screening provides an opportunity to identify occupational and non-occupational diseases early, often before symptoms manifest. This provides greater scope for effective treatments and preventative measures to keep coal mine workers healthy and safe.

The health surveillance scheme also helps NSW coal industry employers to fulfil their health and safety obligations to protect the health and wellbeing of their workforce.

10,836
pre-placement
health assessments

CS Health 2,539
External Doctor Network 8,297

10,170
periodic health
assessments

CS Health 8,310
External Doctor Network 1,860

17,297
chest x-rays



ORDER 43: MONITORING WORKERS' HEALTH

Order 43 requires all employers of coal mine workers in NSW to ensure their workforce undergo both pre-placement medical assessments and periodic health surveillance.

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 3 years. The assessment ensures that coal mine 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 3 years as part of the requirement for ongoing health surveillance.

During 2024–25, Order 43 medicals identified **521** coal mine workers with significant medical conditions impacting their fitness for work. In response, appropriate work restrictions and/or certifications were applied to these workers and, where relevant, tailored health management plans were implemented to support their return to full duties.

Health

Proposed changes to Order 43

Over the last 14 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 any health effects due to occupational exposure to dust, noise, chemicals, and other workplace hazards.

The initiative to streamline and enhance the Order was prompted by an internal review and stakeholder feedback. Initial consultation commenced in 2021; however, it was suspended until the Review of the New South Wales Health Surveillance Scheme for Coal Mine Workers (MSAC Review) was completed. CS Health resumed stakeholder consultation in 2023 which continued until mid-2025.

Throughout the consultation process, CS Health engaged with representatives from the Mining and Energy Union, NSW Minerals Council, NSW coal industry contractor employers and the External Doctor Network. It included workshops, face-to-face meetings, online surveys, independent impact analyses, and both formal and informal feedback.

Extensive consideration was given to all stakeholder input in drafting the replacement Order, ensuring it supports the evolving needs of the NSW coal industry, incorporates occupational and environmental medicine considerations, and has included the relevant recommendations from the MSAC Review.

It is anticipated that the replacement Order will be approved in late 2025 for implementation in early 2026.

Review of the NSW Health Surveillance Scheme for Coal Mine Workers

The MSAC Review was an independent quality assurance review aimed at improving health monitoring and workplace safety within the NSW coal industry. While the MSAC Review concluded that CS Health has a robust system in place, the Review report detailed 16 recommendations to further enhance the health surveillance scheme.

During the year, CS Health completed the implementation of all relevant recommendations, including the development of a world-leading Respiratory Health Standard to address abnormal respiratory findings, and establishing return to work criteria for workers with identified coal mine dust lung disease.

While many of the recommendations were implemented as part of general business process improvements, 3 recommendations required further consultation to fully assess their potential impact. Coal Services established the MSAC Review Implementation Working Group (the Working Group) to consult on these recommendations, including conducting an independent impact analysis and refining the Respiratory Health Standard's clinical guidelines. These guidelines, particularly those related to spirometry and the referral

of workers to respiratory physicians, were strengthened and endorsed by independent occupational medicine experts.

A key action arising from the MSAC Review involved a study led by Professor Robert Cohen, which examined whether specific inhalable mine dust (IMD) levels should be applied in NSW when returning workers with lung impairments to the workforce. The report concluded that reduced IMD levels are not recommended as a criterion for return to work, provided respirable coal mine dust and crystalline silica dust are controlled in accordance with the Respiratory Health Standard. The study's final report was endorsed by MSAC.

In response, the Respiratory Health Standard will be updated to reflect these findings, and the changes will be communicated to the industry. CS Health will also review affected workers and proceed with recertification where appropriate.

A post-implementation review will be conducted in late 2025, with input from industry stakeholders. A report summarising the findings will be submitted to MSAC as part of this process.

Health

Preventative health campaigns targeting priority areas

CS Health delivered preventative health programs to raise awareness of industry-wide health issues, such as respiratory health, obesity, and the impacts of an unhealthy lifestyle.

- Using respiratory protection in dusty environments is essential for respiratory health. The respiratory health campaign encouraged workers to protect their lungs by wearing appropriate respiratory protection, quitting smoking and adopting a healthier lifestyle. The integrated campaign included videos, web and social media content, toolbox talks, and other supporting materials.
- CS Health continued to partner with the University of Newcastle to support research to assess the effectiveness of various weight loss interventions for NSW coal mine workers. Participants were assigned to one of 3 weight loss approaches: the Healthy Weight Initiative (HWI), a structured lifestyle modification program with individualised goal-setting; meal replacements using 2 'Man Shake' meals per day; and standard care via GP referral.

Results showed that both the HWI and meal replacement groups achieved greater weight loss than standard care. Notably, HWI participants experienced significantly greater reductions in waist

circumference and blood pressure, along with improvements in diet quality and quality of life scores at 12 weeks. The HWI group also reported higher satisfaction, better support and increased confidence compared to the other groups.

Rehabilitation and return to work

Throughout the year, CS Health continued to drive positive outcomes in workplace rehabilitation, successfully returning 80% of injured workers to employment with their same employer.

CS Health supported injured workers through functional capacity evaluations, workplace assessments and activities of daily living assessments. These interventions play a critical role in helping workers recover from surgery, recover at work and progress through their rehabilitation safely with the appropriate support.

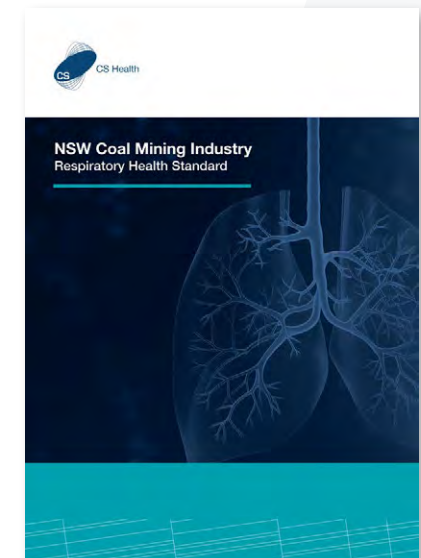
A work simulation program was also launched to support injured workers. This evidence-based group program uses specialised functional areas and virtual reality to simulate mining tasks, helping address industry challenges in providing suitable duties that can reduce the risk of long-term disability. Workers perform simulated tasks within their approved capacity, enabling recovery 'at work' through controlled, realistic activities.

Standing Health Committee

The Standing Health Committee (SHC) is a sub-committee of the Coal Services Board. It 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 main area of focus during the year was to develop Industry Health Standards to assist approved medical practitioners when evaluating the medical fitness of a coal mine worker with identified health conditions.

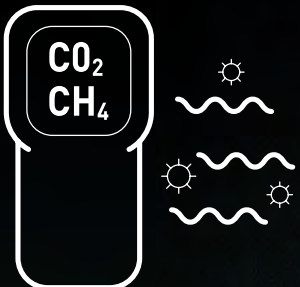
- The **NSW Coal Industry Respiratory Health Standard** was released in August 2024. It contains current best practice medical guidelines and management protocols for when a coal mine worker presents with abnormalities in their chest x-ray or spirometry.
- The **NSW Coal Industry Cardiovascular Health Standard** was developed to improve consistency and clarity of cardiovascular medical determinations in Order 43 health assessments. It contains current best practice medical guidelines for identifying cardiovascular health conditions and cardiovascular risk, along with management protocols for diagnosed cardiovascular conditions. The Cardiovascular Health Standard was due for release in July 2025.



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

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 are operational.

Order 42: 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 2024–25, statutory respirable and inhalable dust samples were collected from the breathing zones of 3,251 NSW coal mine workers.

Any results exceeding the prescribed airborne dust WES 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.

Coal Services
approved 14 dust
mitigation plans
during the year.

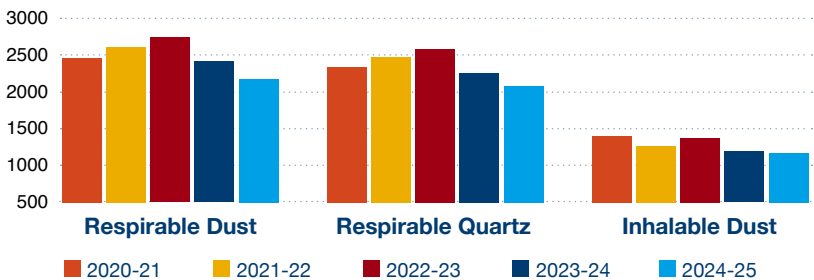
Exposure Monitoring and Technical Services

Order 42 airborne dust monitoring for 2024–25 revealed the following trends:

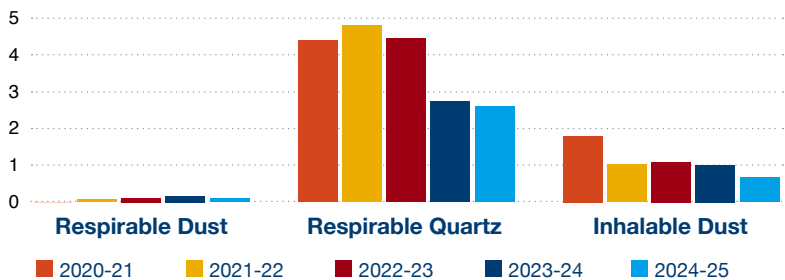
- a reduction in the number of airborne dust samples collected due to underground mine closures and decreased development and longwall production at several mines
- a decline in the rate of exceedances compared to 2023–24, reflecting improved effectiveness of airborne dust exposure controls
- a decrease in average levels of respirable dust, respirable quartz, and inhalable dust compared to 2023–24 for both surface and underground workers.



Order 42 Airborne Dust Exposure Monitoring Samples Collected

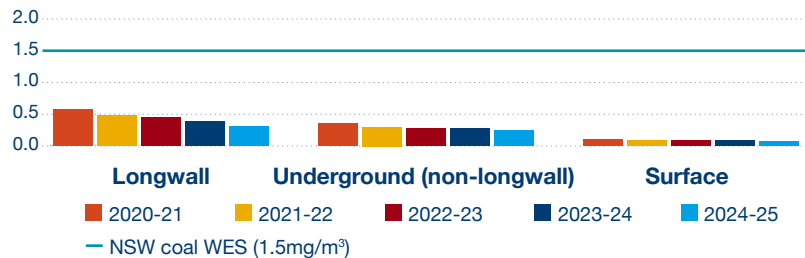


Order 42 Airborne Dust Rate of Workplace Exposure Standard Exceedances



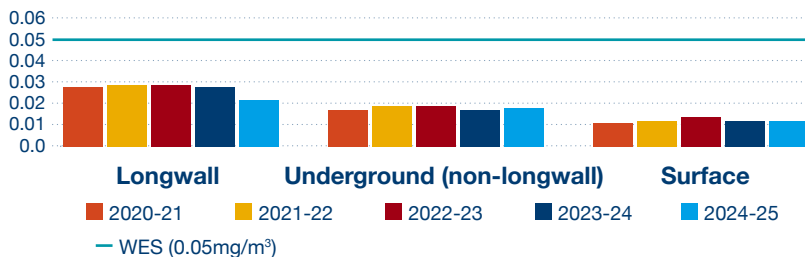
Exposure Monitoring and Technical Services

Order 42 Average Respirable Dust Exposure (mg/m³)



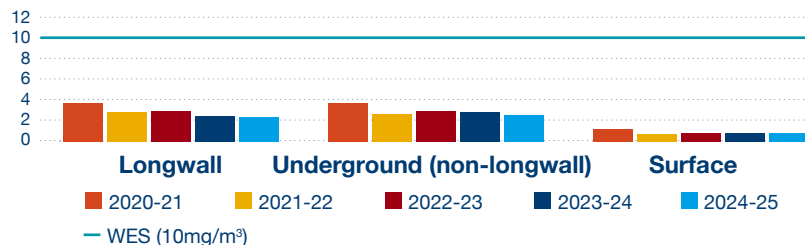
Graph showing average exposure against the WES over the same period. These are raw results – additional significant protection is provided by wearing respiratory protective equipment. WES of 1.5mg/m³ effective from 1 February 2021.

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 respiratory protective equipment. 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 respiratory protective equipment.

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 diesel particulate matter (DPM) exposures. This data helps in identifying areas of risk and implementing adequate controls.

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 and Energy Union (MEU), the NSW Minerals Council, the Mine Managers Association, and 2 independent experts providing additional expertise.

The SDC met 6 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:

- development and circulation of an information bulletin on the review of exposure risks from airborne dust when continuous miners are positioned in intersections, trimming wheeling road corners and cutting breakaways.
- co-hosting a series of industry forums with the SHC across each of the NSW coal regions. SDC topics focused on respirable crystalline silica and DPM exposure risk and control.

MSOH collected 586 individual DPM samples during the year

which included both personal exposure monitoring and static positional monitoring.

Exposure Monitoring and Technical Services

MINE SAFETY TECHNICAL SERVICES

Service department

MSTS' service department conducts statutory gas monitoring and analysis services to ensure equipment is operating safely and effectively. MSTS is accredited by the National Association of Testing Authorities (NATA) to perform gas detector calibrations and 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 also accredited by 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.



Specialised Health and Safety Scheme

Mines Rescue Emergency Response

Mines Rescue is responsible for training voluntary brigade members and maintaining systems and equipment to be response-ready for any emergency situation across the NSW coal industry.



Emergency Response

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.

On 17 September 2024, Newcastle Mines Rescue responded to an emergency call following an incident at Austar Coal Mine where a contract worker was fatally injured.

Mines Rescue brigade members are often the first responders when incidents occur on shift, which is often affirmed through our ongoing engagement with industry stakeholders and feedback received during training. In April 2025, brigade members effectively applied their specialist emergency response training to manage a significant event at a mine in the Southern region.

This example, along with other instances where trained brigade members or emergency response teams (ERT) have been first onsite to respond to various incidents, underscores Mines Rescue's vital contribution to industry safety through emergency preparedness training. It also highlights the essential role that brigade members and ERT fulfil as safety leaders onsite.

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% of the workforce, including full-time equivalent contractors. At the end of June 2025 there were 462 colliery-nominated brigade members in NSW, which is above the minimum requirement.

Brigade members are required to meet minimum attendance standards to maintain both their skills and active status. Mines Rescue conducts 6 training rounds each year. New recruits must complete a 10-day induction at a Mines Rescue station, and 88 recruits successfully completed this training during the year.

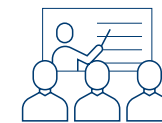


At the end of June 2025



462

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



88

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

Emergency Response

Emergency preparedness

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

Mines Rescue competitions offer emergency response personnel the opportunity to practice their skills and test their preparedness in realistic, high-pressure, yet controlled, environments. Coal Services also hosted 2 First Aid competitions to assess the skills gained through first aid training.



Mines Rescue competitions

REGION	DATE	VENUE	No. TEAMS	WINNERS
Newcastle	24 May 2024	Abel Mine	6	Team Red
Hunter Valley (underground)	21 June 2024	Hunter Valley Mines Rescue	4	Glencore Integra
Southern	9 August 2024	South32 IMC Dendrobium	5	GM³ Appin Pit Bulls
Western	30 August 2024	Angus Place	7	UG: Centennial Coal Springvale OC: Yancoal Moolarben Open Cut
Hunter Valley (open cut)	13 September 2024	Hunter Valley Mines Rescue	10	Yancoal Mt Thorley Warkworth
Northern First Aid	11 April 2025	Newcastle Mines Rescue	11	Glencore Bulga Coal
Western First Aid	9 May 2025	Moolarben Mines Rescue	5	Glencore Ulan West
Australian Mines Rescue Competition	24 October 2024	Chain Valley Colliery, NSW	8	1. Anglo American Moranbah North 2. GM³ Appin 3. Centennial Coal Springvale

Emergency Response

Continuing to enhance the skillset of Mines Rescue brigade members

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

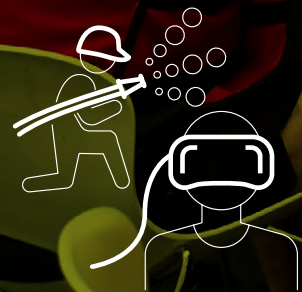
As part of this effort, Mines Rescue engaged with the Mines Rescue Working Group, site representatives and brigade members to ensure the right mix of first response skills and equipment continues to be available to manage incidents onsite. An outcome of these discussions was the redesign of the ongoing training program for brigade members, with the aim of achieving an appropriate balance between technical capabilities and first response skills.



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 in improving the training and competency aspects of their Safety Management System.

■ Audits

Audit topics vary according to industry needs, outcomes of risk evaluations, and recent incidents and investigations. In 2024, the audits focused on mobile equipment operations for open cut mines, with online check-ins conducted for all other operations. In 2025 the focus shifted to Coal Handling Preparations Plants (CHPP) and their Training Needs Analysis, with online check-ins conducted for operations without a CHPP.

■ Workshops

Mid-year workshops were held in June 2025, with separate workshops for underground operations and open cut operations. The purpose of the workshops was 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 2024 audits which focused on mobile equipment operations for open cut mines. The session highlighted 13 commendable practices that could apply to any operation; and several common improvement opportunities that had been identified.

9

Order 34 training management plans approved.



Industry Education and Training

Training numbers

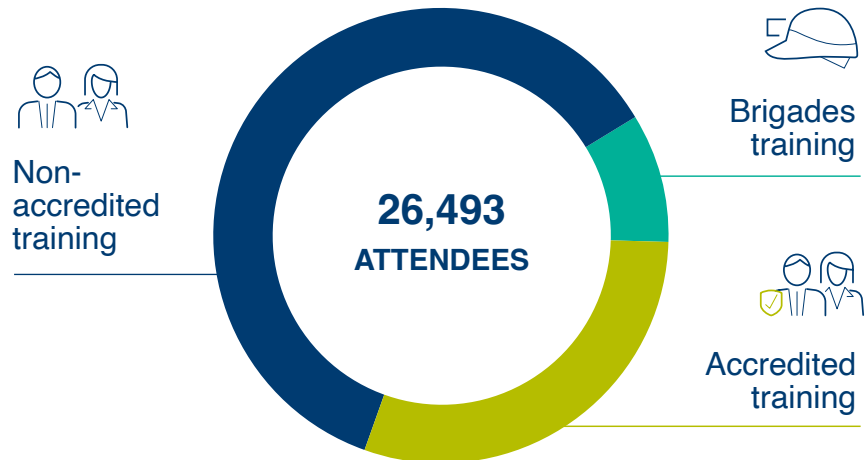
Mines Rescue offers a broad range of accredited and non-accredited training in addition to specialised emergency response training for brigades.

Overall attendances at Mines Rescue training courses have continued to grow year on year, demonstrating consistent engagement across our training programs.

While attendances for accredited training programs, including the

Generic Underground Induction and some statutory courses, experienced a decline, attendances at non-accredited courses and brigades training rounds increased compared to the previous year. The growth in non-accredited training largely reflects industry's ongoing efforts to maintain compliance with safety standards and regulations, ensuring a safe working environment.

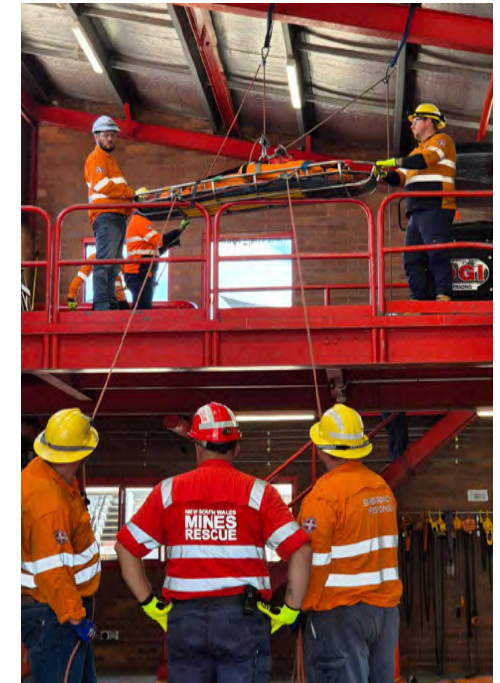
Attendances at Mines Rescue courses



Awards recognise training excellence

In September 2024, Mines Rescue won the **Large Training Provider of the Year** category at the NSW Training Awards, recognising our ongoing efforts to set the standard for excellence in training and development.

The NSW Training Awards are conducted annually by Training Services NSW, within the NSW Department of Education, to recognise outstanding achievement in the vocational education and training sector. The Large Training Provider of the Year award recognises a Registered Training Organisation that offers a broad range of training products and services and demonstrates excellence and high-level performance in all aspects of vocational education and training.



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

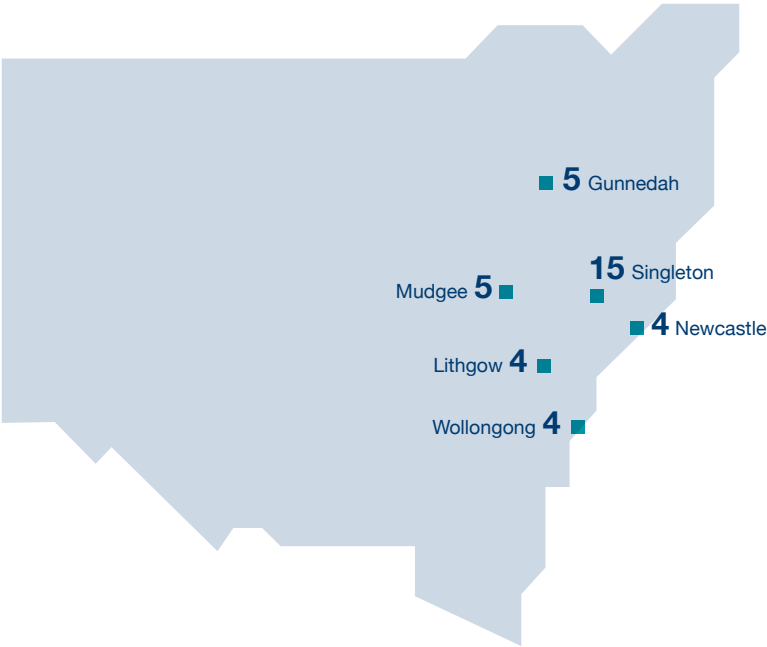
NSW MINING OPERATIONS

At 30 June 2025, there were 37 coal mining operations in NSW

18 underground mines
(13 longwall operations)

19 open cut mines

Number of coal mines in NSW



Coal production

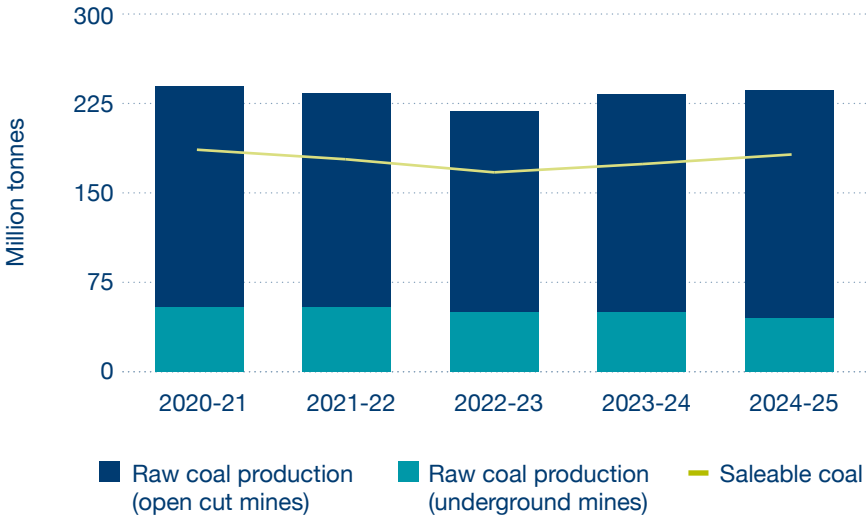
Overall raw coal production was 240 million tonnes, a 4.8% increase from the 229 million tonnes produced in 2023–24.

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 182 million tonnes, up from 173 million tonnes in 2023–24.

Raw coal production (million tonnes)



Figures as at 30 June 2025

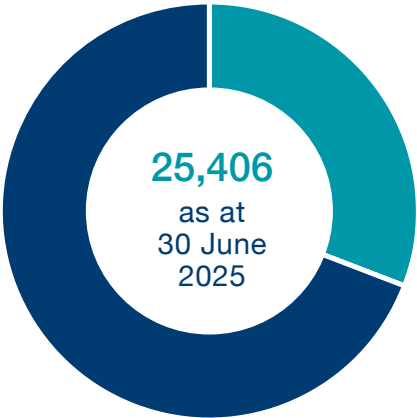
Industry Statistics

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 2025, there were 25,406 workers employed in coal mining production roles, a decrease of 1.3% on the prior year.

Production Employment



- Underground mines
- Open cut mines

7,771

Workers at underground coal mines
down 0.5%

17,635

Workers at open cut coal mines
up 1.6%

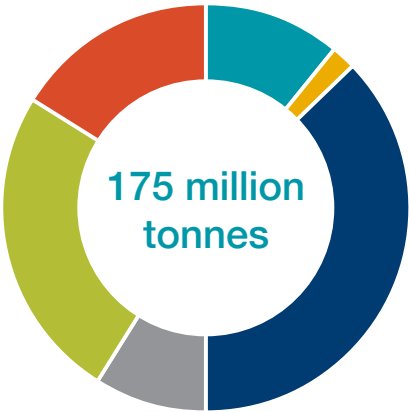
Contractors represented 36.7% of the industry’s workforce

Sales

Coal from NSW coal mines was exported to 24 countries. Export tonnage for the year was 153 million tonnes, down 1.2% when compared to 2023–24.

Sales to domestic markets fell by 4.1% to 22 million tonnes.

NSW coal sales (million tonnes)



- 20 NSW Power Stations
- 3 Other Australian Consumers
- 65 Japan
- 15 Taiwan
- 44 China
- 28 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. For good governance purposes, Coal Services has adopted the Australian Stock Exchange (ASX) Corporate Governance Council's 'Corporate Governance Principles and Recommendations' (4th Edition). These have 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 and 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 of Coal Services' website. 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 which includes a 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 and General Counsel. During the induction program, each Director is provided with a Board Information Pack on a secure platform (Diligent Boards) and verbal information through meetings with the appropriate company officers including the Managing Director/CEO, General Counsel, Chief Financial Officer and General Manager, Insurance. 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 and General Counsel

The Company Secretary and General Counsel are appointed, and can be removed, by the Board of Directors. The Company Secretary and General Counsel report 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 2 years. An external Board Performance Evaluation was 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 outlines 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 7 key principles that align 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 interest in a matter being considered by the Board must declare their interest and, unless the Board resolves otherwise, have a management plan for the conflict, which may include not being present during the boardroom discussion, vote, or not having access to the papers for the relevant matter.

All employees are required to disclose all conflicts of interest and have in place a conflict management plan for each conflict of interest.

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)** which 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** which 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.

The Clinical Governance Committee is a sub-committee of the Board Risk Management Committee, which develops and monitors operational adherence to CS Health's Clinical Governance Framework.

- **Board Insurance Committee** which 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** which 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 and rolling 3-year audit plans are 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

2024–25 BOARD ATTENDANCE (SUMMARY)

Director	Position	Board Meetings Coal Services ¹ (inc. CMI & Mines Rescue)		Board Finance, Investment and Audit Committee (FIAC)		Board Risk Management Committee		Board Insurance Committee		Board Remuneration, People & Culture Committee (RPCC)	
		Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended
Kylie Ah Wong	Non-Executive Director/Chairperson	9	9	0	0	4	4	0	0	5	4
James Barben	Non-Executive Director	9	9	5	5	0	0	4	4	0	0
Linda Bostock	Independent Non-Executive Director	9	8	5	5	0	0	4	4	5	5
Lucy Flemming ^{8, 10}	Executive Director	6	6	0	0	0	0	4	4	0	0
Mark Genovese	Independent Non-Executive Director	9	9	5	5	4	4	0	0	0	0
Graeme Osborne ^{2, 3}	Non-Executive Director	3	3	0	0	0	0	2	2	2	2
Robin Williams ^{4, 6}	Non-Executive Director	9	8	0	0	2	2	2	2	3	3
Robert Timbs ^{5, 7}	Non-Executive Director	6	5	0	0	2	2	0	0	0	0
Angela Hunter ^{9, 11}	Executive Director	3	3	0	0	0	0	1	1	0	0
Total		63	60	15	15	12	12	17	17	15	14

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 Revocation of nomination from 30 December 2024.

³ Removed from Insurance Committee & RPCC from 30 December 2024.

⁴ Appointed to Insurance Committee & RPCC from 1 January 2025.

⁵ Appointed to Coal Services Boards on 1 January 2025.

⁶ Removed from Risk Management Committee from 1 January 2025.

⁷ Appointed to Risk Management Committee from 1 January 2025.

⁸ Revocation of appointment as Managing Director/CEO from 5 May 2025.

⁹ Appointed to Coal Services Boards from 5 May 2025.

¹⁰ Removed from Insurance Committee from 5 May 2025.

¹¹ Appointment to Insurance Committee from 5 May 2025.

Governance

Board of Directors



Kylie Ah Wong

Non-Executive Chairperson

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



Angela Hunter

Managing Director/CEO

Term of appointment
5 May 2025 – 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



Robert Timbs

Non-Executive Director

Nominee for
Mining and Energy Union
Term of appointment
1 January 2025 – Current



Robin Williams

Non-Executive Director

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

Governance

General Management Team



Paul Barnicoat

Chief Financial Officer



Wayne Green

Chief Operating Officer



Jennifer Short

General Counsel and
Acting 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



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