



Health
& safety.

The safety of our people, workplaces and the communities around us comes first. No single aspect of our operations is more important than ensuring every member of our workforce gets home safely to their families and loved ones at the end of each day. This is why safety is a critical component of our growth plans, and why we continue to invest in a comprehensive workplace health and safety (WHS) regime to support continual improvement in safety outcomes even as production increases.

We run a range of initiatives under our overarching Safehaven program to embed safe work practices and develop our safety culture. Our safety programs are aimed at people at a range of career levels, from those starting out in the mining sector to those with extensive work, management and leadership experience.

Our operational safety focus is complemented by a growing suite of health and wellbeing initiatives. These include education and awareness campaigns on topics ranging from injury prevention and fatigue management to physical activity, nutrition and mental health.

Record safety performance

FY20 marked the second year of the implementation of our health, safety and training strategy, with key programs to build our safety culture at all levels of the business continuing. FY20 saw us deliver a record-low total recordable injury frequency rate (TRIFR) for the business of 4.13. This record result was thanks to a combination of Group-wide and site-specific initiatives to address specific issues and trends with targeted training and actions. It was also achieved in the context of the development and rapid implementation of our COVID-19 response plan, which helped keep our people and their families safe, and supported continuity of production and employment.

Importantly, additional investment in executive-level leadership in FY20 resulted in the creation of a new standalone Health, Safety & Environment (HSE) function reporting directly to the Managing Director and CEO. The elevation of HSE to an executive-level position is a clear recognition of the growing task we face in ensuring the safety and wellbeing of our people across all our offices and sites.

In FY20, we also reviewed our critical control monitoring program, which is designed to ensure controls are in place and verified to prevent fatalities. Throughout this process, we reviewed and identified potential new fatal risk scenarios and reevaluated the critical controls for the existing scenarios.

	FY20	FY19	FY18	FY17	FY16
Fatalities	0	0	0	0	0
Total recordable injury frequency rate per million hours worked (TRIFR)	4.13	6.2	6.9	7.4	10.6

Helping to keep our people and communities safe throughout COVID-19

The global outbreak of COVID-19 represented a serious and continuing risk for countries, communities and businesses.

Within the Australian mining and resources sector the initial response was focused on ensuring the personal safety of staff and contractors and, crucially, maintaining continuity of operations. Over time, the comprehensive range of COVID-19 risk mitigation measures adopted within the mining sector became a best practice model for others.

As the virus spread through Australia during FY20, we took a number of steps to keep our people safe and limit viral transmission, including:

- Banning non-essential travel
- Implementing work-from-home practices for employees in non-operational or non-business critical roles, and ensuring our IT systems were able to support the increased number of people working remotely
- Restricting non-essential access to our mine sites, conducting temperature checks upon entry to sites, and implementing a self-assessment and declaration process at on-site login kiosks on site, as well as a new fitness for work procedure
- Postponing large gatherings such as our Safehaven conference and contractor safety forums

- Transitioning face-to-face training and inductions to e-learning packages wherever possible
- Reviewing cleaning and sanitation, and increasing stocks of cleaning and hygiene products
- Sourcing additional critical products, personal protective equipment (PPE) and health supplies as required
- Adjusting operations to practice social distancing wherever possible, including by breaking up pre-starts into multiple groups and/or moving them outside where possible; reducing the number of people in vehicles; and implementing roster changes to stagger start times
- Sharing new information with our people through a range of channels as it became available
- Communicating our response to the local community via our website and advertising, and updates to our Community Consultative Committees
- Offering to credit Special Personal (Sick or Carer's) Leave to cover self-isolation.

Well before the virus was detected in Australia, we worked closely with our commercial partners and suppliers to maintain continuity of supply of products, particularly as international logistics chains became disrupted. As global demand for essential PPE and cleaning products, such as masks

and hand sanitiser, peaked in early 2020, our procurement team worked closely with existing and new suppliers to ensure regular supply of these items. Alongside our sites and offices, we carefully monitored consumption and stock holdings of these products. Further, suppliers of labour services were impacted by interstate and intrastate travel restrictions, and reduced transport services. We were in constant contact with our partners to ensure an uninterrupted supply of the goods and services needed to maintain operations.

We participated in state and national industry association working groups specially convened to develop and implement a range of COVID-19 response measures designed to keep employees safe and minimise the operational impacts of COVID-19 restrictions such as border closures. This ensured continuity of operations at pre-COVID levels. Indeed, the resources industry was widely recognised for its comprehensive response, which quickly became a model for other sectors.

No cases of COVID-19 among the Whitehaven workforce were recorded during FY20.

We continue to manage risks arising from COVID-19 appropriately and proportionately, working as normally as possible while planning for a range of possible scenarios.

Sustaining our safety culture

Throughout FY20 we continued to implement a range of programs tailored to supervisors, employees and contractors.

Our Safety Leadership program outlines the safety standards we expect and offers coaching and mentoring to help supervisors meet those standards. In FY20, 74 participants successfully completed the safety leadership induction.

We continued our quarterly safety focus briefings, with topics including slips, trips and falls; fatigue management; and establishing a safety culture. These focused toolkits are aimed at the broader operational workforce. They are integrated with our behavioural-based safety approach, which links workplace safety to individual priorities and fosters personal ownership of safety at work.

The focus on hazard reporting intensified in FY20 with, following successful implementation at our

Maules Creek mine, the roll-out of new hazard reporting booklets across all operations. This approach was extended at the Narrabri mine through the 'Find it and fix it' program detailed below.

We also welcomed a record number of attendees at our Contractor Forum in November 2019, with more than 300 representatives from contracting companies joining us to stay up to date on the health, safety and training initiatives at our sites.

Find it and fix it: Hazard identification, rectification and reporting

In response to incident trends within the contract company crews at our Narrabri underground mine, the safety team took the opportunity to trial a new approach to keep hazard identification, rectification and reporting front of mind.

The team added 'Find it and fix it' sheets to the Take 5 safety checklists each member of the workforce completes throughout each shift. These sheets included a few simple questions:

- What is the hazard?
- Have you eliminated or controlled the hazard?
- If not, have you reported it to your supervisor?

A random sample of collected sheets are reviewed each week.

"The aim is to keep safety front of mind, and to encourage people to take the extra time to stop an accident before it happens," said Scott Ginnivan, Safety and Training Superintendent.

"We're asking teams to share how a hazard has been identified and fixed, no matter how small - to tell us the good things they do to help prevent accidents every day."

By recording hazards identified, fixed and reported in this way, the safety team has been able to identify where crews might need extra support and deliver training in those areas.

"With 'Find it and fix it' we're reminding people that if you take that extra minute to fix something up, you've helped your mates. And we've already seen the difference - our crews are spending more time checking out their work area before they start work," added Scott.

"All the little things add up, and we want to keep promoting good standards in new ways, so we don't get complacent but keep improving our safety record as we grow."

Going beyond standard mine spec to reduce dust exposure

Our Similar Exposure Group program is used to identify groups expected to have the same exposure to a physical or chemical hazard – that is, people who have similar tasks, frequency of tasks, controls and hazards. From this information we can sample a representative number of workers in each group to establish a risk profile, which in turn helps us to investigate and implement targeted controls.

In response to the re-emergence of chronic respiratory illness in a number of industries including mining, the Maules Creek team identified an opportunity to reduce dust exposure among drill rig operators at our Maules Creek mine. The maintenance team at Maules Creek looked at a range of ways to reduce the amount of dust entering drill rig cabins, including checking the endurance of door seals, fitting on-board wash-down units to wash away material that settles on the exterior of the cabs, and re-engineering the cabin mountings to prevent cracking.

The team identified that cabins were not pressurising correctly and, after investigating a range of filtration systems, opted to install High Efficiency Particulate Arrestance (HEPA) dust filtration systems into the cabins of drill rigs.

While drill rigs already have standard cabin pressuriser systems, the new HEPA system is superior as it has a variable displacement motor that monitors the existing pressure of the cab and adjusts its output accordingly, constantly maintaining the set pressure. This type of system is not standard on mine equipment and, historically, has not been commonly used at coal mine sites.

The selected system uses more sensitive filters, resulting in less dust entering cabins, which lowers personal worker exposure, and therefore the risk of dust-related lung disease. Finally, system data is downloadable, allowing the maintenance team to proactively diagnose issues.

A real-time dust assessment on two drill rigs at Maules Creek, conducted by Coal Services in February 2020, compared the airborne dust collected in the cabins of a rig fitted with the HEPA dust filtration system to that of a rig fitted with the old filtration system. The test found the drill rig fitted with the HEPA system maintained 56% less airborne dust, confirming the effectiveness of this novel application. This is validated by positive feedback from operators, who attest to a visible improvement in the condition of the cabs, and we will look to progressively roll out the system across all mobile equipment.

Fitness for Work review

In FY19, we commissioned an independent review of our Fatigue Management Standard and associated documents and processes and, in FY20, we implemented the recommendations arising from this review. The implementation program included updating our standards related to Fatigue Management and Alcohol and Other Drugs, revising and refreshing fatigue training, improving our processes for monitoring hours worked and approving rosters. We have moved to mandatory breath alcohol testing, with a zero alcohol limit for all personnel, contractors and visitors to our operational sites to ensure everyone presents to work free from the effects of alcohol.

Bolstering our training efforts

This year, we established a second training room at our Gunnedah-based training centre, providing an additional facility to deliver training to more than 2,000 people in FY20.

We developed and rolled out more than 130 e-learning training packages in subject areas such as inductions, workplace health and safety, and engineering, to make training more efficient and flexible.

In addition, we started development of new open-cut equipment familiarisation training packages to help members of the workforce transition between different equipment models.

We also delivered a course developed by the NSW Resources Regulator that shared learnings from previous mine disasters in the industry, across all of our NSW-based operations.

Mental health

In FY20 we transitioned to a new provider for our confidential Employee Assistance Program (EAP), available for all employees and their immediate families 24/7. The new provider offers more accessible face-to-face services, with a psychologist-level of service available to all. Our new provider has a network of clinicians ensuring the appropriate level of treatment in response to individual circumstances, and offers a more structured approach in the event of a critical incident. In early FY21, we mobilised the EAP in Gunnedah and offered support services for a two-week period to the whole community in response to a traumatic incident that had occurred in the local community.

In FY21 we will implement a mental health program for front-line leaders, workplace health and safety personnel and any others interested in helping teammates who may be struggling to seek out the support they need. The program will include training to develop skills to recognise teammates who may be struggling, raise issues sensitively, and connect people in need to appropriate support such as the EAP, or a mental health service, general practitioner or hospital.

Encouraging our people to get active

The 2020 Healthhaven Challenge attracted 121 participants in the Steps Challenge, 78 participants in the Elite Active Minutes Challenge and 264 Health Assessments.

The eight-week challenge aims to encourage employees to live healthy and active lives. Employees first undergo a comprehensive health check before competing against colleagues across Whitehaven's sites for prizes.

COVID-19 restrictions unfortunately meant that health assessments could not be conducted following the conclusion of this year's challenge. Nonetheless participants clocked up an outstanding 64,773,453 steps and 375,634 active minutes.

Stepping out for health

Andrew Alloway, a supervisor at the Maules Creek Mine, logged more than 1.2 million steps over the eight-week Healthhaven challenge.

While he considered getting involved in the challenge last year, 2020 was the first year Andrew got involved.

“I did want to improve my health and set a good example for my kids, but I also have a very competitive streak, and signed up to beat a teammate who does triathlons ... which I did!” said Andrew.

“Where we live, I found myself driving a lot. For the challenge, I started walking everywhere, and

it changed my mindset. I’ve got four kids, and during Coronavirus, the challenge was a good way to get out of the house too. And at work I’d be doing laps around the crib room or down the hallway.”

Over the eight weeks, Andrew lost about 20 kilograms, but he says the impact has gone far beyond the weight loss.

“It’s a team-building experience with my workmates, so not only is it good for your health, it’s good for your mental health as well,” said Andrew. “The challenge has seen us all walking a lot more, and my eldest daughter walks everywhere with me now. It didn’t just change me, it changed my whole family.”

