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Wollar Solar Development PTY LTD

Wollar Solar Farm Project

Workforce Transport Plan

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1 INTRODUCTION

1.1 PURPOSE

The purpose of this plan is to describe how Sunterra will manage the workforce elements of the Wollar Solar farm delivery.

Sunterra understands that the development of a skilled and flexible response group is essential for the delivery of the services.

1.2 SUMMARY OF PROJECT

Sunterra Energy is responsible for the engineering, procurement, construction, testing and commissioning of the works and shall deliver the works such that they are fit for purpose and are able to be operated in full compliance with the NER and the WSF Generator Performance Standards.

In summary, the works shall include, but are not limited to:

- PV array for the purpose of generating electricity
- Inverters
- Transformer Stations
- 33kV radial reticulation network connecting the transformer stations to the WSF substation Customer Interface Points
- Harmonic filters, passive or active, as required to achieve compliance with the GPS
- Earthing and lightning protection systems for WSF as required by the Contractor's earthing study and lightning protection study
- Operation and maintenance facilities including a Site Control Centre (SCC) and storage facilities for all Spare Parts
- Communications network systems and equipment
- Interfacing of the WSF communications network and control room to the WSF Substation communications network and Auxiliary Services Building
- Security system including perimeter fencing, gates, and primary entrance point including remote access and remotely accessible CCTV surveillance equipment
- Civil and structural works to complete WSF
- Meteorological (MET) Stations
- Landscaping



Sunterra Energy will be responsible for delivering the works such that they enable the connection of the works to the Customer Interface Point and to the Grid for the purpose of exporting the full AC Capacity to the Grid via the TransGrid Substation. SE will also be responsible for coordination with the NSP, AEMO, and any other regulatory entity for the duration of the works up until Practical Completion.

1.3 DOCUMENT SCOPE

This document defines and describes the requirements, procedures and processes applicable to managing the workforce to meet the requirements with respect to training, certification and accreditation of Sunterra's employee and subcontractor workforce.

This Workforce Plan, along with the Industrial Relations Management Plan (IRMP), demonstrates how Sunterra will manage industrial relations issues and comply with its obligations under the Agreement and at law.

It also provides the framework for Sunterra to identify the requirements to deliver the highest standard of employee, subcontractor and customer relations to satisfy BJEI.

1.4 ABBREVIATIONS

CEPU	Communications, Electrical, Plumbing Union
ER	Employee Relations
IR	Industrial Relations
IRMP	Industrial Relations Management Plan
KPI	Key Performance Indicator
LAFHA	Living Away from Home Allowances
NCOP	National Code of Practice
The Code	National Code of Practice for the Construction Industry – August 2009
WTP	Workforce Transport Plan

2 OBJECTIVES AND TARGETS

Sunterra's objectives in relation to Workforce Plan are as follows:

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2.1 PERSONNEL

- To allocate appropriate, experienced, and qualified personnel to the management team
- To ensure selection of the workforce meets the required skill levels to successfully complete the Module
- To identify required field resources by region and skill
- Where there is a shortfall between existing and required resources to identify employment and training requirements

2.2 QUALITY

- To ensure that the quality objectives meet the stated requirements of BJEI and Sunterra's policies and procedures; and
- To ensure the selection of appropriate plant and equipment that meets the project requirements.

3 ACHIEVING OBJECTIVES

To achieve the required objectives, Sunterra proposes to provide an initial “start-up team” tasked with ensuring that:

- Immediate programme activities are addressed
- Office, Crib Room, Amenities and warehousing facilities exist and are adequate for purpose
- Early recruitment of suitably experienced and qualified Management personnel where a shortfall exists is undertaken
- Local field resources for immediate activities are recruited and trained as required
- Establishing systems to ensure compliance with BJEI requirements

3.1 SUNTERRA'S RESOURCING APPROACH

The ability to develop capability and deliver project outcomes for BJEI requires Sunterra to complement existing and bring new skills into the technical and project management teams.

From our experience in delivering similar contracts and providing related services we understand the challenges for Sunterra to deliver, train and retain expertise. We

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understand that people are critical to the success of this partnership, and we will provide the skills, experience and culture needed to maintain a leading-edge project delivery capability.

We recognize the Wollar Solar farm project presents challenges for the recruitment and retention of talent.

The resource demands of the project are likely to exacerbate recruitment and retention issues throughout the life of the Wollar Solar farm project. We will meet these demands through our ability to deliver excellent recruitment, retention and development programs.

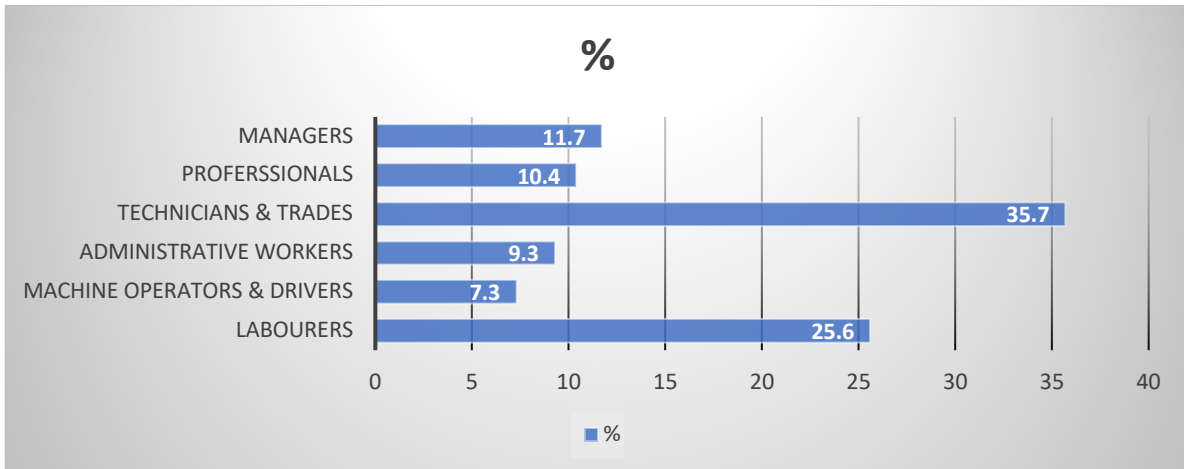
Our processes are designed to ensure Sunterra has the right people with the right capabilities and culture, in the right positions to deliver the Wollar Solar farm project safely, efficiently, effectively and on time.

The roles and responsibilities define the day to day expectations for staff and managers employed by Sunterra to deliver the Wollar Solar farm project. The roles have been developed to empower employees making them accountable with clear direction. The goal is to develop a responsive flexible work force. The goal is to eliminate client complaints and deliver the scope of works on or ahead of time and on budget.

3.2 PROJECT RESOURCE ANALYSIS

Sunterra has developed an initial resource analysis based on projected work volumes and clarifications supplied by BJEI in the Employment and Accommodation Strategy. Resource requirements will be continually reviewed based on the forecast profiles and advice from BJEI. Sunterra has had discussions with a number of potential subcontractor resource suppliers whose details are listed in the response “Proposed Subcontractors”.

The analysis has used these numbers to identify where additional resource growth will be required. This will be provided through recruitment and training. The use of subcontractor numbers is to indicate potential resources. It is not necessarily an indication of the volume of subcontracting that Sunterra might in fact undertake.



Sunterra is committed to creating a sustainable employee base in Hunter region and this will be a defining factor as to the level of subcontracting. It is our intention to have a direct employee base of approximately 30 of the total workforce requirements. Discussions held with subcontractors also included details of their ability to scale up their operations. In many instances, subcontractors indicated a willingness to grow their operations. This growth capability has not been factored into these calculations, nevertheless this should be considered when examining resource capacity. With Sunterra’s commitment to expand its internal workforce and the subcontractor’s ability to grow combined with the ability to draw upon additional subcontractors, Sunterra has more than adequate capacity to provide resources should there be any change to the Program of works.

The numbers indicated in the tables represent the number of people required not the number of crews. The numbers have been calculated utilising expected productivities and indicative volumes based on lots passed

Table 1 – Resource requirement by Task

Work Element	Numbers
Civil works	35
Mechanical works	280
Electrical works	100
Commissioning works	15
Administration	20

Table 2 – Existing available Resources by Task

Work Element	Numbers
Civil works	20
Mechanical works	0
Electrical works	0
Commissioning works	0
Administration	0

Note: Resource numbers indicated in table 2 are based on discussions Sunterra has had with suitably qualified subcontractors

Table 3 – Resource growth requirements by task

Work Element	Numbers
Civil works	15
Mechanical works	280
Electrical works	100
Commissioning works	15
Administration	20

The resource analysis provides Sunterra with confidence that the task of site mobilisation is achievable.

3.3 RECRUITMENT, COMPETENCY & TRAINING

Sunterra will follow its standard recruitment procedure to identify and attract suitable candidates who will then be assessed against the position criteria. This includes utilising our existing pool of suitable employees and subcontractors and supplementing these resources as necessary via in-house job advertisements, recruitment consultants, Council job advertisements boards, newspaper advertisements and industry contacts. Interviews will be conducted, references sought and checked before any employment offer is made.

We will continue with our proven direct sourcing capability via multiple channels to appoint our project talent such as:
existing competent resources within;

- Internal expressions of interest throughout Sunterra

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- Succession planning and approaching key talent
- Demobilisation programs across our projects

Searching for and committing new resources

- Advertising directly through our recruitment center
- Expression of Interest within key market segments and skills sets,
- Social media and company branding sourcing activities
- High referral behavior of top talent in the industry
- Exploring the sponsorship of 457 visa employees
- Approaching ex-retirees to assist in mentoring talent
- Develop talent through trainee and apprenticeship programs

Our preference will be to utilise regional and state recruitment sources to ensure we maintain the level of skills and competencies required for the Wollar Solar Farm project. We recognize people recruited locally lead to higher retention rates, and our recruitment strategies recognize the advantages of local / regional recruitment. However, due to skill availability constraints there may not be local people available to provide the skills, so interstate and international recruitment may also be necessary.

We rigorously screen potential talent, so we can ensure their success on the Wollar Solar farm project. We will utilise behavioral based selection methodologies, as this will assist in choosing the right people, both white collar and blue collar, and ensure selected candidates are aligned to Sunterra's culture and values.

Sunterra's People and Capability system records all current competencies and is updated as skills and competencies are renewed and/or gained.

Where management identifies, or an employee request, that additional skills or competencies are required, it is the responsibility of the project management group to approve that request. Once approved, the employee can be enrolled for the appropriate training.

The training objectives will be specific to the Wollar Solar Farm Project. Where directed by BJEI, Sunterra will review and amend its training plan accordingly. Sunterra plans to deliver skills sets based training to all workers.

Skills Sets are defined as single units of competency, or combinations of units of competency from an endorsed Training Package, which link to a licence or regulatory requirement, or defined industry need.

Skill Sets Based Training Delivery

The delivery of skills sets based training in accordance with the training packages will enhance the skills of existing workforce members, providing a pathway to future qualifications.

Skills sets based training will also provide the new worker with skills to complete



the current works. Where the new worker wishes to make their career in this field, they will have the skills to continue their work and pursue qualifications relevant to the training packages.

Sunterra shall continue to foster all workers in their pursuit of qualifications which will further their skills.

Training Delivery

Methods to deliver the training include:

- Formal structured training, either online, face to face or by blended delivery (this is completed by a Registered Training Organisation)
- On the job training that may be part of the structured training or may be delivered by Sunterra training officers
- Coaching and mentoring.

All formal structured training and on the job training shall be assessed. Formal records of all training sessions shall be maintained by Sunterra and be available for audit. Where the training has been delivered by an RTO, the training and assessment records shall be maintained by the RTO.

To assist in delivering specialist training, subject matter experts, industry skills councils, Government approved agencies and RTOs shall be consulted and, where available, used to deliver that training.

Formal Structured Training

Formal training will be delivered to staff (employees or contractors) as required and as identified on a work needs basis.

The goal is to provide the staff with the specific skills to complete the works in professional, safe manner achieving a high-quality standard.

The trainee will be awarded certificates of attainment by the delivering RTO that will count towards the trainee's qualification.

On The Job Training

Where required, on the job training will be provided. It will take two forms.

1. Part of the structured training where on the job audits and assessment of practical works is required.
2. Supplementary training to formal training initiatives.

Coaching and Mentoring

Coaching and mentoring is reserved for Sunterra trainers to identify minor deficiencies or training gaps and provide sessions to fill those gaps. Coaching

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and mentoring sessions may also be used to raise awareness of:

- Occupational health, safety and environment issues
- Corrective workplace actions
- Innovations in work practices
- Changes or amendments to work processes
- Introduction and use of new and specialised tools.

Post Induction Training

Post induction training refers to on the job training and familiarisation sessions for our work teams that are needed following induction but before work begins. Depending on an initial competency assessment by supervision, this training may include:

- Hand and Power Tools training
- JSEA and Risk Assessment Training
- Manual Handling Training.

Follow-on Training

Sunterra will use a Training Management System aligned to the National Competency Standards to provide training opportunities to its employees relevant to both the employee and the operational requirements of the contract.

Sunterra shall be responsible for identifying opportunities for additional training that will benefit the performance of the contract and the individual.

Participating in the Training Program as part of ongoing career and skill development is a requirement of employment.

Refresher Training

Refresher training may be triggered by a general deterioration in the results of skill and knowledge testing revealed at audit or by observation. Occasionally the standard of work of some individuals or groups can deteriorate. This may require refresher training in one or more areas.

Where this has been identified, the type of refresher training shall be determined and delivered. Audits of work shall be performed at regular intervals to ensure the retention of skills and knowledge.

Where relevant and as required by Wollar Solar Farm Project, Sunterra will provide training to the required levels

Specialised training for supervisors shall be delivered to ensure that supervisors are equipped with the knowledge and skills required to complete their tasks. Some training is mandatory, whilst other modules are available depending upon their specific role. Training in required skills includes but is not limited to:

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- How to conduct an Induction
- Supervisor Job Description (to be delivered at Induction)
- JSEAs and Risk Assessment
- Working at Heights
- Manual Handling
- Discrimination/Harassment prevention
- Safety Systems
- Teamwork

Task based Training

The scope of the work includes three main types of construction – Civil and Mechanical and Electrical.

Sunterra aims to provide a training regime that will provide the required skill sets to the worker involved in that work. The makeup of the work teams will vary depending on whether they are in rural or urban areas, and therefore the skills required within the team will also vary.

3.4 COMMUNICATION

Sunterra has a number of formal and informal communication forums and processes in place. These include consultative committees, toolbox meetings, company updates, employee briefings, leadership visits and operational directives.

These forums and meetings will be implemented as part of a communication process which seeks to maximise workforce involvement in the work planning; information sharing; project progress and overall coordination and management of initiatives.

Sunterra management and supervisors will communicate and consult with the workforce effectively minimising the need to involve industrial organisations in the project. However, if industrial organisations seek access to discuss issues with their members in accordance with the law, those rights will be respected and granted.

3.5 PERFORMANCE MANAGEMENT

Sunterra has a set of values and standards of conduct that are explained to all personnel upon induction during which they also receive booklets detailing these values and standards.

Sunterra monitors the performance of personnel throughout their engagement. This is a central element of the remuneration and retention systems and the performance management process. Consequently, unsatisfactory performance can be identified early and corrective actions initiated promptly.

Managers and supervisors receive adequate training and support to ensure they are able

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to undertake this task competently.

Subcontractors will be required to adopt a similar approach to the management of personnel performance

3.6 INDUSTRIAL RELATIONS STRATEGY

Sunterra acknowledges that proper and careful management of employee and industrial relations is crucial to the success of any programme. We adopt a fair and consistent approach to the management of employee and industrial relations and focus on developing mutually beneficial and direct working relationships with all our employees. Sunterra has long established professional and respectful relationships with unions, in particular the ETU.

This approach has delivered Sunterra unparalleled industrial harmony with no time lost to any industrial dispute since our establishment in 2010.

The following points describe our approach to the management of employee and industrial relations on all projects:

- The appointment of a specialist dedicated and experienced professional with an extensive IR background to create a positive relationship with trade unions and employee representatives to minimise and/or eliminate situations that may result in a negative impact on the successful delivery of the Project
- Exercising the highest standard of skill, care and diligence
- The development, registration and implementation of an appropriate industrial instrument to govern the activities of Sunterra employees across the Project for the life of the Project
- This Agreement would provide for the implementation of wage rates and conditions of employment that are fair, equitable and competitive within our industry
- Application of employee and industrial relations management processes and systems including any client requirements, across the workforce
- Selecting and managing employees and all other personnel engaged on the project to ensure they understand Sunterra's Values, Code of Business Conduct and our commitment to harmonious employee and industrial relations
- Using the best practices available to achieve the desired outcome
- Communicating and consulting with the workforce and their representatives to effectively minimise the potential for external parties to influence industrial relations
- Implementing a communication process which seeks to maximise workforce involvement in the work planning; information sharing; project progress and overall coordination and management of initiatives
- Developing and contributing to personnel training and personal development programs as identified



- Managing the “right of entry” of union officials in accordance with the Fair Work Australia Act and the Building and Construction Industry Improvement Act and any other relevant legislation
- Recognising the importance of effective issue management and resolving issues at their source in a timely, effective, fair and equitable manner
- Using the expertise of all available resources to assist in the early resolution of any employee or industrial issue

For more details refer to [Industrial Relations Management Plan](#)

3.7 REPORTING

Sunterra will provide IR reports on a periodic basis in accordance with BJEI requirements.

In the event of an industrial dispute, Sunterra will immediately advise BJEI of:

- The details of the dispute; and
- The steps that Sunterra intend to take to resolve the dispute

4 INDUSTRIAL RELATIONS AWARDS

Sunterra will develop a stand-alone Industrial Agreement consistent with the scope of the project to govern the terms and conditions of Sunterra’ employees working on this project. This Agreement will operate for the duration of the project, be negotiated with the relevant Union and will be registered with Fair Work Australia.

Sunterra is not formally a respondent to any Award, State or Federal. However, with the implementation of the "Modern Award" designation as a result of Fair Work Australia, Sunterra employees are covered by a number of "Modern Awards". The "Modern Awards" most likely to impact on our workforce are the Electrical Contracting Award 2010.

Sunterra would ensure that any subcontractors employed on this project would provide their employees with terms and conditions of employment that are consistent with industry standards and meet their statutory obligations such as:

- Superannuation;
- Leave;
- Workers Compensation;
- Redundancy; and
- Portable Construction Industry Long Service Leave.

5 RISK AND RESPONSE

Sunterra will keep itself fully informed on all ER/IR issues likely to impact its activities on the Project and will take all reasonable measures to mitigate and resolve and, wherever possible, eliminate these issues.

Sunterra will develop an ER/IR Register to identify risks associated with personnel on the Project. The Register will include the nature and consequences of the risks identified, their severity and the mitigation initiatives and actions to manage those risks.

Initial areas of ER/IR risks identified are as detailed in the table below:

Nature of Risk	Severity of Risk	Mitigation Initiatives
Attracting suitable personnel for the task(s)	Medium	Providing attractive remuneration structures including use of incentives
Lack of suitably skilled personnel	High	Development and implementation of training schemes
Legislative Change(s)	Low	Communication forums for all impacted personnel
Industrial Activity	Medium	Engaged workforce, refer to communication initiatives above
Remote Location	Medium	<ul style="list-style-type: none"> • Labour Hire • Expanded use of subcontractors
Management of Living Away from Home Allowances (LAFHA)	Low	LAFHA allowance reviewed every 3 months

These risks and mitigation strategies are also included in Sunterra's comprehensive Risk Management Plan provided as part of our overall Project Management Plan

6 LEGAL REQUIREMENTS

The relevant acts and regulations that are applicable to managing human resources and industrial relations are detailed in the Industrial Relations Management Plan

7 ORGANISATION CHART



Details of staffing requirements indicating our People and Capability and Industrial Relations resources and their relationship to the Project Director and other key project staff has been identified and is included in the Project Management along with the organisational chart to that Plan

8 ENGAGEMENT OF SUBCONTRACTORS

Where it is necessary to engage supplementary resources, Sunterra will select only suitably experienced, accredited, and skilled subcontractors to perform work on the Project.

Selection will be based on a subcontractor's:

- Previous work history
- Reference checks
- Risk profile assessment
- Competency and Licence accreditation(s)
- OHS&E Record
- Insurances
- ABN verification
- Payment History
- NCOP Compliance

This process is documented in the Sunterra Subcontractor Management Plan and is mandatory for all project management staff to follow. These procedures put potential subcontractors through a rigorous assessment process to gauge their suitability for the specific activities involved in a particular project.

In addition Sunterra will check the subcontractor's industrial instruments to ensure consistency with "Fair Work Australia Act" and compliance with the National Code.

Where a subcontractor is found to be non-compliant, they will be advised in writing and requested to provide advice on how they will ensure compliance with the Code and the Guidelines should they wish to continue their involvement with the Project.

9. WORKFORCE TRANSPORTATION

Upon commencement of construction SEPD will be implementing carpooling for the site-based personnel and will be managing our delivery partners to meet these requirements. 29 minibuses and 12 dual cab Utes will be allocated to leading hands/supervisors within different contractors apparently in their street addresses. These street addresses will be updated accordingly after each contractor comes on site and rent long term accommodation for their workers. Each minibus will pick up to 12 workers in the vicinity of the street address of the driver and each Ute will pick up 4 workers in the vicinity of the street address of the

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driver and will transport them to site and back from site. The locations of these minibuses will be determined within the Mudgee/Gulgong/Ulan areas and will be updated and submitted through a list of street addresses where they are parked at night.

As mentioned above there will be 29 minibuses and 12 Utes at the peak time which means that the daily light vehicle limit of 60 movements is not exceeded.

The requirements for the EPC Contractor to meet the target for number of workforces utilising the minibus service will be a contractual requirement in the EPC Contract.

The required minibus utilisation rate may vary through construction in relation to the number of workforce on site, During peak construction the workforce is expected to slightly exceed 400 and it is estimated that approximately 80% of the workforce would need transportation to ensure compliance with daily light vehicle limits. Any relevant stakeholders (i.e. businesses and landholders) will be consulted in the process.

10. FATIGUE MANAGEMENT

Required that journeys are planned in accordance with the WHS-SEPD-PRO-019 Fatigue Management. Managers of nominated drivers are to ensure fatigue is being Managed by using WHS-SEPD-FORM-019.1 Fatigue Checklist this checklist is to be implemented at least weekly and handed to the HSE Manager for review.

10.1 MANAGEMENT REQUIREMENTS

Work related fatigue is an identifiable and potential workplace safety hazard and the management of workplace fatigue shall occur within an occupational health and safety framework.

This requires joint employer/employee consultation in the identification assessment and control of risks. This fatigue management procedure shall include the following actions:

- Identification of the sources of risks associated with fatigue
- An assessment of the level of risk associated with these risk factors
- Identification of appropriate risk treatments including time frames and accountabilities for
- implementation and
- Evaluation of the effectiveness of the risk treatments once they have been implemented.

10.2 HOURS OF WORK

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Maximum 12 hours per day (Project Managers approval is required for extended work hours.)

No more than 13 consecutive days without a day off.

The Project Manager and Construction Manager must ensure that all personnel are suitably rested.

This requires that the work hours are structured in such a way as to ensure rest periods between shifts is at least 10 hours.

Where personnel are required to change shift from day to night shift, and vice versa, they must be given a full 24-hour rest period prior to commencing the new shift.

10.3 IRREGULAR WORK & WORKERS ON CALL

Where it is not possible to roster work to predictable start and finish times and/or, where staff is rostered on call, an alternative method of assessment shall be available. In order to determine whether an employee working under these conditions is fit to commence work, the following shall apply to ascertain the fitness for work.

A minimum rest period of 10 hours shall apply between shifts.

10.4 NIGHT SHIFT

It is critical for all personnel to understand that nightshift operations will disrupt an employee's circadian rhythm and performance level. Consequently, employees are accountable to control and minimize the influence of fatigue.

Sleep deprivation is most likely to accrue when working at night and generally, a sleep debt is only replaced at the rate of 1 hour per night. (8 hours lost sleep may take up to eight to nine days to recover from.)

Control measures for the execution of nightshift operations may include, but are not limited to:

- Isolated accommodation for personnel required to work at night or shifts different from others.

- Restricted areas preventing other scheduled daytime activities from interrupting or disturbing night shift personnel.

- Re-scheduled activities for servicing amenities in areas of night shift personnel.

10.5 FLYING and/or DRIVING

The commuting distance and time spent commuting between place of residence and home base should be considered when travelling on RDO's. For any employees driving over 400 Kilometres travel may be negotiated with management prior to R&R travel by requesting leave from site at an agreed time no later than 12.00pm. This to allow

employees to travel and arrive at a respectable hour, this will result in the reduction of possible fatigue on the employee. Possible variations to work conducted during the various phases of a work schedule or roster cycle on the days prior to and on immediate return to work may also be implemented to manage possible fatigue.

10.6 DRIVING

It is recommended that journeys are planned and hence classified as either local journey or non-local journey. Non-local journey (defined as being journeys over 200km) must be planned and the effects of simultaneous work and tasks must be taken into account by all Managers and Supervisors. Journey Management Plans must be registered for journeys over 200km

10.7 ENGAGEMENT OF CASUAL / CONTRACTOR EMPLOYEES

Where it is necessary to engage casual/contractor workers whose prior work history is unknown management at the worksite shall ascertain from the worker whether they have had sufficient sleep and rest before commencing work.

10.8 INCIDENT INVESTIGATIONS

Fatigue shall be included as a potential causal factor in the investigation of incidents. Managers need to establish a process whereby employees report the following occurrences:

- Insufficient sleep
- Having a level of fatigue, they believe is incompatible with operating in a safe and reasonable manner
- They believe fatigue may have played a contributing role in an actual or near miss incident

10.9 ROSTER DEVELOPMENT

The primary consideration of managing fatigue at the workplace includes:

- Addressing the opportunity for quantity and quality of sleep
- Ensuring that the numbers of consecutive shifts, shift lengths and rest periods between “time of day” effect shifts are considered in roster complication, again addressing time of day considerations.
- Understanding that employees have a need to balance the competing requirements of their jobs with their social and domestic responsibilities



- Periods of extended work hours shall be compensated with longer rest period before resuming a shift

10.10 DESIGN PRINCIPLES FOR ROSTERS

Scheduling the work of employees to eliminate or minimize potential health and safety risks to all stakeholders is essential. The following performance-based principles shall be included in the design of work schedules:

Minimize the occasions on which employees are required to work duties more than 12 hours in any period of duty.

Ensure that any period of extended hours is compensated with a longer break before resuming a shift.

Avoid rapid shift changes that do not provide opportunity for adequate sleep (essentially from night shift to day shift).

Ensure employees have a minimum of 24 consecutive hours free of work in a 14-day period.

Account for “covering” contingencies caused by sickness or absences.

The allocation of appropriate numbers of employees during peak times and periods of demand is fundamental to minimizing the exposure to risks associated with extended working hours.

Numbers and types of employees shall be rostered on the basis of predictable demands for services by daily, weekly, seasonal and annual trends. Capacity to replace/relieve employees where unplanned or unavoidable extended hours have created a risk to employee health and safety.

10.11 CONTINGENCY PLANNING

Rostering Principles shall include instructions pertaining to the action to be taken in the event of contingency circumstances. Such circumstances may include such events as:

- What to do if an employee considers him/herself fatigued and therefore unfit to work.
- What to do if a supervisor/manager or another employee considers an employee is too fatigued and therefore unfit to work safely
- What to do if an employee performs below the required standard on alertness assessment.
- Unavailability of transport to accommodation.
- Remote locations operations

10.12 JOURNEY PLAN



All personnel travelling a distance greater than 100 kms, from the project, must complete a Journey Plan and submit it to their supervisors. These completed plans shall be kept in the project file.

Appendix A: Workforce Transportation Plan

10.13 IDENTIFYING FATIGUE RISK SOURCES

In the case of fatigue, to gain an understanding of the exact nature and extent of the problem, a systematic approach to the identification of all risks, that have the potential to contribute to fatigue, shall be considered. Risk factors can be identified through the following:

- *Findings from incident investigations*
- *Discussions with employees*
- *Walk through inspections*
- *Audit results*
- *Work shifts and schedules*
- *Night shift*
- *Type of work*
- *Commuting*
- *Potential exposure to other hazards including environmental conditions such as heat/humidity*

11. TRANSPORTATION ROUTES

All light vehicles and minibuses associated with the development must travel to and from Site from:

1. Mudgee

Employees that are based in Mudgee, so the travel route for these vehicles required for the Project is Via Castlereagh Highway, Ulan Road, Ulan-Wollar Road, Wollar Road and Barigan Road.

Anticipated vehicles are 9 Utes and 25 minivans(12-seater). Travel to site will occur between the hours of 6am to 7am Monday to Friday and travel home from 5pm to 6pm Monday to Friday.

Travel to site on Saturday's will be 7am to 8am and travel home will be from 1pm to 2pm.

2. Gulgong



Employees that are based in Gulgong, so the travel route for these vehicles required for the Project is Via Cope Street, Main Street, Ulan Road, Ulan-Wollar Road, Wollar Road and Barigan Road.

Anticipated vehicles are 2 Utes and 3 minivans(12-seater). Travel to site will occur between the hours of 6am to 7am Monday to Friday and travel home from 5pm to 6pm Monday to Friday.

Travel to site on Saturday's will be 7am to 8am and travel home will be from 1pm to 2pm.

3. Ulan Green Village

Employees that are based in Ulan, so the travel route for these vehicles required for the Project is Via Main Street, Ulan Road, Ulan-Wollar Road, Wollar Road and Barigan Road.

Anticipated vehicles are 1 Utes and 1 minivans (12-seater). Travel to site will occur between the hours of 6am to 7am Monday to Friday and travel home from 5pm to 6pm Monday to Friday.

Travel to site on Saturday's will be 7am to 8am and travel home will be from 1pm to 2pm.

The maximum number of minivans, utes and cars may be higher than the above estimates however will not breach the Development Consent limit of 60 per day.

APPENDIX A: WORKFORCE TRANSPORT PLAN

Journey Date :	Destination: Rest Stops:
Driver's Name:	Contact Phone No:
Driver's License Number :	Drive License Expiry Date:
Vehicle Registration Number :	Private or Company Vehicle :
<u>Reason for Journey:</u>	

APPENDIX B: MWRC APPROVAL



AA | LAN900086

11 November 2022

Duncan Upton
Beijing Energy International (Australia) Holding Pty Ltd
Suite 3, Level 21, 1 York Street
Sydney NSW 2000 Australia

Dear Duncan,

SUBJECT: WOLLAR SOLAR – WORKFORCE TRANSPORT PLAN

Thank you for providing Mid-Western Regional Council with the opportunity to provide comment on the Draft Workforce Transport Plan (provided to Council on 10/10/22) for the Wollar Solar project.

We note in principle we support the proposed plan, noting:

- The transport route identified in the documentation is suitable and supported by Council;
- A map will be provided to Council to outline where mini-buses will be located prior to commencement of transport activities;
- It is anticipated that 29 minibuses and 12 dual cab utes will be utilised as workforce transportation;
- The daily light vehicle limit of 60 movements is not to be exceeded without consultation with Council;
- All private vehicles are to be parked legally, both on-street and within driveways. An induction is to be provided for workers which should include an outline of safe parking measures such as not parking across pathways, footpaths or other ways in which the general community may be inconvenienced; and
- That mini-buses will pick up from the vicinity of drivers and workers accommodation venues and that Council public car parks are not utilised as pick zones.

Should you have any further enquiries in relation to this matter, please contact Council on (02) 6378 2850

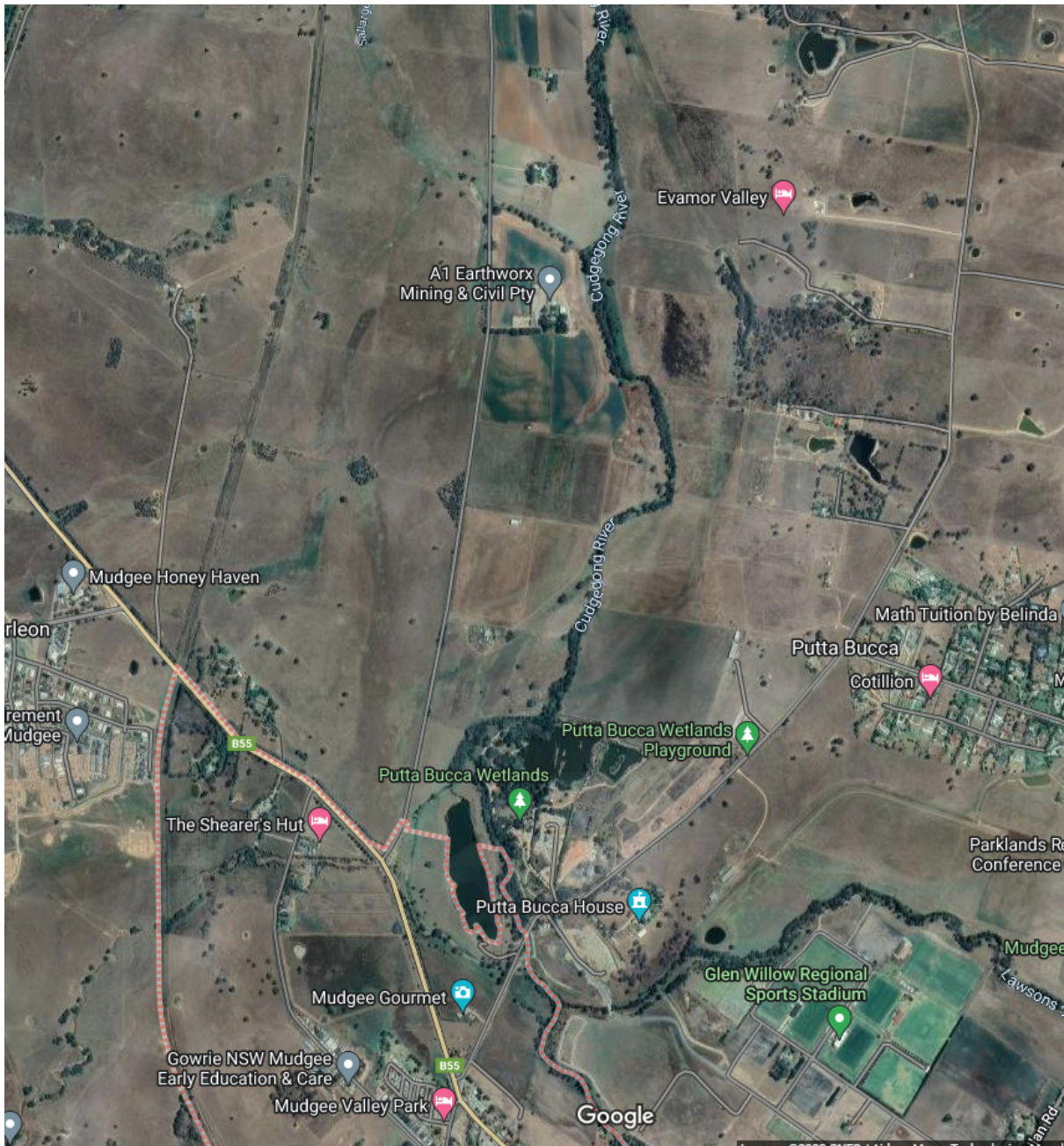
Yours sincerely,



ALINA AZAR
DIRECTOR DEVELOPMENT

APPENDIX C: CURRENT LOCATION OF 2 MINIBUSES FOR CIVIL WORKS

A1 Earthworx, 176 Wilbetree Rd, Menah, NSW 2850





From: Alina Azar Alina.Azar@midwestern.nsw.gov.au
Sent: Monday, November 14, 2022 7:44 AM
To: Duncan Upton
Subject: Wollar Solar Farm Workforce Transportation Plan
Attachments: MWRC Response to Wollar Solar Workforce Transportation Plan Nov 22 - 11.11.22.pdf

Hi Duncan,

Per our discussion last week, I have updated our letter to remove the maximum on the type of vehicles utilised.

Please see attached.

Kind regards,

Alina

Alina Azar
Director Development

Mid-Western Regional Council

t 02 6378 2885 m: 0412 203 180

f 02 6378 2815 | e alina.azar@midwestern.nsw.gov.au

a 86 Market Street | PO Box 156 Mudgee NSW 2850

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From: Alina Azar
Sent: Wednesday, 2 November 2022 11:34 AM
To: Duncan Upton <duncan.upton@bjeiaustralia.com>; Julian Geddes <Julian.Geddes@midwestern.nsw.gov.au>
Cc: Chirag Kakadiya <chirag.kakadiya@bjeiaustralia.com>
Subject: RE: Wollar Solar Farm Workforce Transportation Plan

Dear Duncan

Please see attached comments from Mid-Western Regional Council in regards to the Workforce Transportation Plan for the Wollar Solar Project.

Kind regards,

Alina

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Alina Azar
Director Development

Mid-Western Regional Council

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From: Duncan Upton <duncan.upton@bjceaustalia.com>
Sent: Monday, 10 October 2022 12:46 PM
To: Alina Azar <Alina.Azar@midwestern.nsw.gov.au>; Julian Geddes <Julian.Geddes@midwestern.nsw.gov.au>
Cc: Chirag Kakadiya <chirag.kakadiya@bjeiaustralia.com>
Subject: Wollar Solar Farm Workforce Transportation Plan

Hi Alina,

We have prepared the workforce transport plan for Wollar Solar Farm.
Are you able to review it and let us know if you would like any changes?
Happy to have a meeting to discuss it. When do you think you will be able to complete your review by?

Cheers,

Duncan Upton

Project Manager



Beijing Energy International (Australia) Holding Pty Ltd

Suite 3, Level 21, 1 York Street

Sydney NSW 2000 Australia

Mobile Tel: +61 499 770 768

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Email: Duncan.Upton@bjceaustalia.com

REFERENCES

Guild for Managing-the-risk-of-fatigue at Work 2013 (Safe Work Australia)

WHS-SEPD-PRO-019 Fatigue Management

WHS-SEPD-FORM-019.1 Fatigue Checklist

safework.nsw.gov.au/hazards-a-z/road-safety