Attachment G – Guidelines for the suggested contents of a Contractor’s Human Resources Management Plan (HRMP)

Santos Ltd
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1. **SANTOS VISION**

Santos aims to develop and maintain a workplace culture and environment in which employees are engaged and energised to perform and achieve organisational objectives and are aligned with the company values of Discovers, Delivers, Collaborates and Cares. In selecting Contractors Santos will seek to ensure the contractor has a range of HR policies, procedures and plans which are consistent with Santos’ vision and values and which support Santos’ objectives, through an Employee Relations Management Plan (ERMP).

In relation to employee relations (ER), Santos aims to have harmonious relationships with unions and their stakeholders. Santos seeks to achieve no lost time or other limitation due to industrial action (both protected and unprotected) and to engage Contractors that share that view. In addition, Contractors working with Santos are expected to manage their workforce to ensure that industrial action does not occur, that there is no flow on of issues or disputes to Santos, existing operations or other contractors, either generally or with respect to the Project. It is also important that other service providers to Santos in similar geographical areas are not impacted by a Contractor’s industrial issues, should they arise.

In selecting a Contractor to perform work for a Santos Project, Santos will seek to ensure the Contractor has a range of HR policies, procedures and plans which are consistent with the Santos project vision. The Contractor’s ERMP should (as a minimum) include a detailed plan with supporting documentation for meeting the IR objectives for the Project for which they are submitting a proposal.

2. **PURPOSE AND GUIDELINES**

Santos has identified ER as a key risk area for this scope of work. A contract deliverable for all Contractors engaged on a project or engaged to fulfil a scope of works is submission and approval of an ERMP for their activity/contract.

The purpose of the ERMP is to identify any human resource or industrial practice or arrangement that may impact industrial harmony and the good order of existing Santos operations and the execution of the Contract.

The ERMP will be approved by Santos when it addresses the requirements of and is consistent with these Guidelines. These Guidelines therefore provide an outline of content which the Contractor must address in its ERMP which Santos believes needs to be in place in order to achieve the above ER vision. This Guideline also provides a framework for Santos’ assessment of the Contractor’s ERMP.

The Contractor’s ERMP and ER strategy for this scope of work should, as a minimum, meet all the requirements raised in these Guidelines. Where the Contractor believes that a particular section is not applicable then they should respond in their Employee Relations Management Plan under the relevant heading “This section is not applicable for the scope of work under this contract”.

The ERMP outlines the human resources management systems and processes to be applied throughout the Contractor’s work for Santos. The Contractor is not constrained to adopt only those items suggested in the following Guidelines. However, the Contractor is required to:

- Have their ERMP approved prior to finalising the Contractor’s engagement to work for Santos and granting the Contractor access to the Project.
- Ensure that the ERMP is available to the Santos Contractor representative and the nominated HR representative for Operations at all times;
- Ensure the Contractor’s Human Resource functions and procedures are complied with and are open to auditing by Santos where requested at any time as deemed relevant by Santos.
The terms of the Contractor’s engagement by Santos may include Key Performance Indicators which relate to the Contractor’s performance against its ERMP.

Once approved, the ERMP may be varied during the term of the Contractor’s engagement by Santos only with the prior approval of the relevant Santos Human Resources leader(s).

3. **CONTRACTOR’S ER OBJECTIVES**

The Contractor should outline in the ERMP their ER objectives and strategies detailing the actions to deliver on these objectives. This should include acknowledgement of the following:

- The Contractor has responsibility for management of ER for their work. This includes the resolution of all industrial action and all ER matters pertaining to the Contractor’s (and any subcontractor’s) workforce;
- ER management of the work will be consistent with Santos ER vision and objectives for the Project;
- The Contractor will keep Santos informed of all ER matters, in particular any industrial action or risk of industrial action and all other matters detailed in their approved ERMP;
- The Contractor will consult with Santos on any ER decision having the potential to impact quality, cost, schedule or reputation of Santos; and
- The Contractor and all subcontractors will work in accordance with approved ERMPs.

4. **WORKFORCE EMPLOYMENT REGULATION**

The ERMP must contain a clear statement of the form of employment regulations and instruments to apply and its effect or potential effect on the scope of work and existing Santos operations.

The Contractor should stipulate clearly the type of industrial instrument/regulation it is intended to engage labour on, for example:

- Modern awards or enterprise agreements;
- Common law employment contracts (including whether full-time, part-time, casual or fixed term);
- Contractor agreements;
- Labour hire agreements

The contractor should also provide a statement on its negotiation strategy and expected process and timelines along with anticipated items of contention, contingency plans and any potential relativity issues with existing Santos enterprise agreements.

A copy of the proposed relevant draft industrial documents must be submitted with the ERMP. After approval of the ERMP, the Contractor must not enter into any industrial agreement, understanding or arrangement with respect to any area or conditions forming part of or related to the scope of work without prior approval by Santos.
5. **LEGAL COMPLIANCE**

The ERMP is to detail the relevant and applicable federal and state legislation, regulations and codes of practice with which the Contractor is required to comply. In addition, the ERMP is to outline the means by which the Contractor ensures compliance with this legislation and the provisions of its industrial instrument(s) applicable to the Project and the scope of work.

6. **HUMAN RESOURCES POLICIES, PROCEDURES AND PLANS**

The Contractor’s ERMP should indicate whether it has policies, procedures and plans in place to address the matters listed below. The Contractor is to advise the status of these policies, procedures and plans (e.g. whether they are under development, developed and partially implemented, fully implemented, subject to ongoing review, etc.):

- Code of conduct;
- Employee Assistance Programme;
- Fitness for work and medical assessments;
- Drug and alcohol;
- Equal opportunity and discrimination;
- Workplace bullying and harassment;
- Indigenous employment;
- Privacy;
- Counselling and disciplinary processes;
- Performance management and review;
- Absence and leave management;
- Employee engagement;
- Freedom of association;
- Grievance resolution, fair treatment and workplace complaints;
- Recruitment and selection;
- Induction;
- Right of entry protocol;
- Employment terms and conditions (including working hours, cycles and rosters);
- Payroll processes;
- Remuneration and benefits, including any bonus arrangements;
- Reward and recognition;
- Training and development;
- Workplace health and safety (including issue of personal protective equipment);
- Termination and redundancy;
- Apprentices and trainees;
- Site security (including bag and room searches);
- Community relations; and
- Maximum hours of work and fatigue management.

The ERMP should provide copies of the above and indicate the process by which they have been or will be communicated to the Contractor’s workers. For example, policies may be referenced in employment agreements, or copies provided to workers during the recruitment or induction process.
7. WORKFORCE COMPOSITION AND HOURS OF WORK

The ERMP should contain details of the composition of the Contractor’s workforce (including any subcontractor’s workforce) including:

- Numbers of employees (including identification of skilled trades) and the approximate dates on site;
- Composition of workforce, e.g. male, female, indigenous;
- Proportion of workforce which is fly in/ fly out (FIFO) or drive in/drive out (DIDO), as applicable;
- Type of employment, ie. full-time, part-time, casual, fixed term, contractor; and
- FIFO and shift rosters (as applicable) to be worked, including start and finish times, working hours, travel time for FIFO employees and work cycles.

8. RECRUITMENT

8.1. Recruitment Processes

The Contractor is responsible for the selection and employment of its personnel. In selecting labour, the Contractor must have regard to best practice employment procedures and ensure that labour employed is skilled and experienced in the trade or calling for which they are to be employed.

The ERMP should contain details of the Contractor’s objectives and strategy for sourcing, recruiting, selecting and engaging labour for the Contractor’s scope of work for CIEP.

The Contractor is to describe the recruitment process and methodology, including addressing validation of a potential employee’s work history and performance, pre-employment medical examinations, pre-employment skills testing (as required), employee awareness of and commitment to terms and conditions of employment (location, transport to work conditions, behavioural expectations, site regulations, etc), and PPE issue and reissue procedure.

The Contractor must ensure that all persons receiving offers of employment understand the location, working conditions, classification of employment, rates of pay, hours of work, work cycles, camp arrangements and amenities, point of hire and travel arrangements etc. and are issued with a formal letter of appointment detailing all information relevant to their employment contract.

8.2. Overseas Candidates

Where the contractor believes that their labour requirements are not going to be able to be met from the local domestic labour market and in the Contractor’s opinion they will need to source labour from overseas countries, then the Contractor is required to provide Santos with a labour sourcing plan for review and approval by Santos. The plan needs to detail the numbers of positions, occupation/jobs required, timing and the recruitment initiatives planned to demonstrate suitably qualified local candidates are not readily available. In addition, this labour sourcing plan needs to include the Contractor’s plans to ensure that the engagement of overseas labour complies with the prevailing immigration requirements with regard to ensuring employees have the correct visa and work rights.

8.3. Expatriates

Where the contractor intends to utilise any expatriate personnel from any part of its overseas organisation, then the contractor shall provide details of their proposed utilisation and provide the following details:

- Number of expatriates;
- Duration required;
- Positions/classifications of roles to be filled;
- Work patterns;
- Australian immigration requirements and plans to comply.

9. **ACCOMMODATION AND TRANSPORTATION**

The ERMP is to contain details of the Contractor's plans for accommodating and transporting labour (where appropriate and necessary) to fulfil the Contractor's obligations to Santos. This includes the standard and plans for auditing of service providers.

The Contractor is to describe its approach to the provision of accommodation to non local employees engaged on the Project. This must address:

- The definition of 'local' and 'distant' employees;
- The sourcing and procuring of suitable accommodation;
- Establishing and maintaining standards of accommodation;
- Payment of any types of living away from home allowance;
- FIFO arrangements and point of hire from which travel expenses are paid;
- Any mobilisation and demobilisation policy or payments;
- Allocation procedure (outline if there are any differences for staff, Australian or expatriates, or craft workforce) and specifically if “motelling” of rooms will be utilised;
- Details of catering services and provider;
- Details of any camp or accommodation rules;
- Details of work-site crib and amenities;
- Managing complaints and/or disputes.

Where camp accommodation is involved, the Contractor is to provide details of their plans and procedure for provision of camp/village style accommodation, camp/village management team, catering and cleaning contract, recreational facilities (gym, pool, sports fields, etc.), wet or dry camps and level and type of support services provided (counselling, training, educational, sporting etc.). The Contractor is to describe its approach to the provision of transport services to all Project personnel including bussing or air services (where applicable), including locations for terminals or pickups, and estimates of timeframes to transport personnel to work locations.

10. **TRAINING AND DEVELOPMENT**

10.1. Training Management

The Contractor should provide its strategy and plans for employee training programmes for the Project, including nominating who will be responsible for the training programme and what resources will be used or contracted to support that programme. These may include apprenticeships, traineeship opportunities, and inclement weather training.

Where overseas labour is utilised the Contractor is required to provide details of their training plans that are required in order to fulfil any Australian immigration obligations.

10.2. Leadership Development

The Contractor is to outline its selection and review process for employment of all key project personnel in leadership roles. This process is to include Company approval of a number of agreed key appointments within the Contractor's organisation.
The Contractor is also to outline its leadership development programme including programme content, learning methodology, target audience and resources required to deliver such programme. The Contractor is also to provide details of those leaders who have completed such a programme and future development plans.

10.3. Induction Training
The Contractor is to outline its format and content of its site induction process, including identification of the person (or position) responsible for conducting this induction and other presenters (as required). Furthermore, the contractor is to demonstrate the systems it will use to record an employee’s completion of induction training.

10.4. Competency Based Training
The Contractor is to provide details of its systematic approach to skills assessment and competency based training that will be implemented to ensure that the Contractor’s employees are competent to undertake their jobs safely and efficiently. The contractor is to demonstrate the systems it will use to record an employee’s competency.

The Contractor will also be required to fully comply with relevant Santos training requirements for working in the field as appropriate (Heat Stress, 4WD, Permit to Work etc.) and as such is to describe how they will ensure all of its employees complete the required training.

11. WORKFORCE MANAGEMENT AND MOBILISATION
The ERMP should contain details of the Contractor’s:

- Plans for inducting labour for the Contractor’s work.
- Plans for mobilising labour for the Contractor’s work.
- Process when transferring existing workers to undertake work for Santos, either at the beginning of, or during the Contractor’s engagement by Santos. This should include details of whether the relevant workers are aware that they will be covered by the conditions that apply to the relevant part of the Project, or for the type of work being undertaken.
- Approach to managing inclement weather including their approach to planning, communication procedures and payments.
- Process for engaging subcontracted labour and how consistency of industrial regulation shall be maintained.

12. WORK-SITE AMENITIES
The Contractor is to describe its approach to the provision, fit out and maintenance of work-site offices/amenities, first aid facilities, crib huts and ablution buildings at all work-site locations (including Subcontractors).

13. COMMUNITY AND MEDIA RELATIONS
The Contractor is expected to make every reasonable effort to manage its employees with the aim of reducing any negative impacts on the local communities and existing Santos operations. As such the Contractor is required to describe its strategy to address potential issues associated with the mobilisation/demobilisation of staff, transport and accommodation arrangements, expected standards of behaviour of the Contractor’s employees etc.
The Contractor is expected to fully support Santos initiatives and outline opportunities where the Contractor could support and enhance Santos’ strategy.

Santos will be accountable for all contact and statements to the media associated with the project scope of work. The Contractor must include in their communications plans their understanding that if approached by media or other community stakeholders, they must direct these enquiries to appropriate Santos Senior Management personnel for a decision of action/response required.

The Contractor is required to outline its proposal for office accommodation for this project scope of work explaining the number and type of office accommodation to be utilised, transport arrangements for staff including parking bus set down areas etc.

14. MANAGEMENT STRUCTURE AND COMMUNICATION PROCESS

The ERMP should contain:

- An organisation chart detailing key management personnel, reporting structures, and head/corporate office key contacts.
- The established, and any proposed, workforce communication strategies, plans and processes.
- Details of the process or method by which the Contractor would communicate with Santos or the nominated Santos Representative in the event of industrial disharmony (real or potential) or any other human resource issue impacting Santos.

The Contractor will manage ER and occupational health and safety risk through regular communication and consultation between management and employees in order to be able to effectively identify and deal with potential risk areas and to advance this aim. The ERMP should demonstrate how communication with the Contractor’s and subcontractor’s workers will be undertaken. For example, this may include daily pre start meetings and weekly tool box meetings.

The Contractor will also be expected to participate in regular project co-ordination meetings with Santos representatives to monitor and review progress with the scope of work and to discuss and review a broad range of ER and HR related issues, matters, policies, initiatives etc.

15. MANAGEMENT OF ER RISKS AND CONTINGENCY PLANNING

Santos expects the Contractor to take an effective and proactive approach to ER risk management. The Contractor will have responsibility for ER risk assessment and contingency planning.

The Contractor’s ERMP should demonstrate how the Contractor will identify, document and record ER and IR risks and the management strategies to be implemented. For example, these may include issues such as:

- Unjustifiable differences in pay rates, conditions or rosters between Contractors;
- Disputes in relation to accommodation, transport or amenities;
- Recruiting and retaining a suitably skilled workforce;
- Breach of industrial instruments;
- Security, mobilisation and induction procedures are not followed.
16. ABORIGINAL EMPLOYMENT

The ERMP will contain an Aboriginal Employment Plan that describes the Contractor’s strategy to meet the objectives of the Santos Aboriginal Engagement policy.

The Aboriginal Employment Plan should clearly define

- Objectives;
- Organisation and resourcing;
- Stakeholder engagement, including with representatives of agencies that can support the contractor;
- Detailed schedule, with planned activities and deliverables against key performance indicators and dates.

The Contractor’s plan shall also set out the following key actions and commitments to implement the above:

- The Contractor’s commitment, expressed as a goal or a target, to hire Aboriginal workers.
- Commitments are to be reported to Santos’ Contract Representative by the last business day in March and September of each year. The reporting should consider:
  - the Contractor’s performance against commitments including the performance of the Contractor’s sub-contractors who perform activities for Santos;
  - how the Contractor proposes to recruit and retain Aboriginal people during the course of the contract term;
  - the support mechanisms which demonstrate the Contractor has the expertise (or access to expertise) to attract, develop and retain Aboriginal workers including with representatives of agencies that can support the Contractor;
  - the skill areas and the potential number of opportunities for Aboriginal employees;
  - the Contractor’s commitment to provide an informed and welcoming workplace;
  - a schedule, with planned activities and deliverables against key performance indicators and dates.

The Contractor is required to establish and agree with Santos a summary schedule of planned activities and milestones for key deliverables in relation to the Aboriginal Employment Plan. The summary schedule will also form the basis of an agenda for regular progress meetings between Santos and the Contractor.
17. MANAGING ISSUES AND RESOLVING INDUSTRIAL ACTION

The Contractor is to provide details of their proposed issue resolution and dispute management procedures for the Project.

The Contractor must ensure all site management and supervision together with shop stewards and employees are familiar with and follow the agreed issue resolution/dispute management procedure as outlined in the relevant industrial instrument applicable to the Contractor at the site.

The ERMP should contain:

- The contact details for the Contractor’s representative who is responsible for ER matters, in case any industrial action arises involving the Contractor’s workers.
- The ER/IR risk assessment methodology and contingency planning the Contractor will complete to ensure the achievement of no industrial action during the term of the contract.
- The ER risk register detailing all significant ER risks and proposed mitigation strategies.
- Measures and initiatives to be implemented to ensure no industrial action or disputes occur during the term of the contract.
- Details of how the Contractor would resolve any industrial disputation (both protected and unprotected) or any other ER issue likely to affect or interfere with the good order and harmony of existing Santos operations or in relation to the Project. This includes:
  - Details of any dispute settling and/or grievance procedures (or similar) contained in an industrial instrument or company policy. History of recent significant disputes should also be provided.
  - Details of initiatives or approaches that are generally taken to manage issues and to initiate resumption of work.
  - Details of the Contractor’s record keeping processes to record issue management, fair treatment, dispute avoidance and settlement procedures, etc.

18. PROJECT ER MANAGEMENT & COORDINATION

18.1. Equal Employment Opportunity, Discrimination & Harassment

The Contractor is to detail their policy approach and practice in these areas and how they will ensure policy compliance in these areas. The Contractor is required to also advise the nominated personnel responsible at site as key contacts for employees who want to raise concerns or are seeking support in relation to such matters.

18.2. Absence Management

The Contractor is required to detail its policy, approach and systems utilised to track, control and manage timekeeping and absenteeism.

18.3. Redundancy Policy & Procedures

The Contractor is to detail its redundancy policy, procedure and practices. The information must address policy entitlements, selection methodology, communication processes, outplacement support, exit procedures and any other relevant information.

18.4. Performance Management
The Contractor is to provide details of its performance management system and approach to reviewing and managing employee performance, including performance review processes during the probationary period.

18.5. **Disciplinary & Termination of Employment Procedures**

The Contractor is to detail its counselling, disciplinary and termination procedures, including whether any subcontractors will be required to follow the same procedures to ensure a consistent approach to such matters. In the event that an employee of a Contractor (or subcontractor) is to be dismissed, the dismissal must not proceed until the Contractor is satisfied that due process has been followed and that all reasonable steps have been taken to ensure compliance with prevailing industrial instruments and agreements, legislation and policy.

18.6. **Project ER Coordination**

The Company will implement a system of regular meetings with the Contractor on ER. The Contractor is required to attend such meetings and is to advise which representative will attend.

The Company may also implement other ER review meetings which it would be expected that the Contractor will be required to attend.

18.7. **Site ER Coordination**

The Contractor is to describe if it intends to establish a site ER Coordination Group and if so what issues and matters the Contractor would expect that group to address, who the relevant participants would be, meeting frequency etc.

18.8. **Health and Safety Interface**

The Contractor is to describe the strategy for the management of the interface between ER & occupational health and safety (OHS) to ensure that the OHS issues do not develop into industrial matters.

18.9. **Company Interface**

The Contractor is to describe its preferred strategy for managing interfaces with Santos employees so as to ensure that matters are effectively and efficiently raised and resolved.

19. **SUBCONTRACTORS**

The ERMP should address how the Contractor deals with the engagement and management of subcontractors, consistent with the following:

- Subcontractors are responsible for their own ER, including the negotiation of wages and conditions, consistent with industry standards for their specific scope of work.
- The Contractor will use tender and pre-qualification processes to assess subcontractor ER arrangements with good track records in managing their projects consistent with the ER vision and objectives.
- The Contractor will require subcontractors to have in place industrial arrangements and systems which limit exposure to protected industrial action.
- The Contractor will require all subcontractors to submit an ERMP for approval by Santos prior to contract signing. The scope of the subcontractor's ERMP is required to be consistent with these guidelines.
- The Contractor will monitor and audit the subcontractor’s ERMP to ensure subcontractors are meeting their obligations.
- The Contractor will ensure the right of entry protocols adopted by subcontractors are consistent with those applied by the Contractor.
20. **RIGHT OF ENTRY AND UNION LIAISON**

The ERMP must contain a list of unions who are entitled to cover all or part of the Contractor’s foreshadowed workforce and/or contracted scope of work.

The ERMP must describe any agreements or other arrangements applicable to the access of trade union officials to the Contractor’s workforce. It should also describe how the Contractor manages union requests for access to workplaces and workers, and compliance on such matters consistent with the prevailing OHS and employment legislation. In addition, the ERMP should provide any history of such requests, how they were managed, the outcomes etc.

Where enterprise agreements are used, the effect of the operation of the industrial instrument should be outlined in relation to applicable right of entry provisions and union liaison practices.

Any informal understandings or liaisons with trade unions should be detailed.

21. **UNION STAKEHOLDER RELATIONSHIP**

The ERMP is to describe the prevailing and historical relationships with any unions involved with or party to an industrial instrument which is applicable to the Contractor’s workforces. Relevant details to be provided would include union details (contact names and details), history of involvement and relationship, status of current issues and an overview of previous issues (including disputes, legal action, formal undertakings, etc.) during the last 5 years.

The Contractor should describe its management of traditional union roles and activities including shop steward/employee representative elected by employees, approval and payment for proposed workforce meetings, requests for specific union training programmes, and requests for union nominated labour.

22. **ANY OTHER REAL OR POTENTIAL HUMAN RESOURCE MATTERS**

The ERMP should describe any other ER issues which may have an impact on the Contractor’s work for CIEP, such as upcoming enterprise bargaining negotiations at the site, workshop facilities or on any other Project on which the Contractor is engaged.

23. **EMPLOYEE RELATIONS ADVICE AND RESOURCES**

The ERMP must outline:

- The contact details and credentials of the Contractor’s nominated person accountable for ER matters and the ER matters for which the nominated person will cover;
- Details of the Contractor’s corporate Human Resources support team(s), and
- If applicable, details of any external person, entities, organisations or employer associations of which the Contractor are members from which independent ER advice may be obtained during the term of the Contractor’s work for Santos (e.g. employer organisations such as the Australian Industry Group).
24. REPORTING AND RECORDS

The Contractor is required to provide regular reports to Santos on ER related matters. The ERMP is to include proposed reporting requirements and frequency. As a guide reports should include:

Safety, health or welfare related incidents;

- Manpower – management, supervision, trade groups, and support staff;
- Inductions and training records;
- Register of competencies, licenses and certificates;
- ER issues including probable or actual disputes or industrial action/activities;
- Employment statistics, including absenteeism, details of terminations or redundancies;
- Project accommodation and transportation statistics and issues;
- Training plans and records (planned and completed training);
- Other reports as appropriate, e.g. demobilisation provisions.

The contractor shall as a minimum maintain records of the following on site;

- Number of employees on site;
- Accidents on site;
- Emergency contact details;
- Payroll records.

25. EMERGENCY CONTACT DETAILS

The Contractor should provide and maintain 24 hour contact details for a nominated person(s). This person or persons would be contacted in the event of a human resources emergency at the site. Details or a relevant plan describing how the Contractor would access/maintain emergency contact details and/or next of kin details for all workers for which the Contractor is responsible should be provided.

26. AUDIT OF ERMP

Santos requires the Contractor to conduct regular audits of its ERMP. The Contractor is to describe how the ERMP will be audited, including audits by Santos, the frequency of internal audits, who will conduct them and how the Contractor will ensure the findings are independent and meaningful.

The Contractor must make available to Santos, its ERMP audit results with any non-conformance issues being promptly notified to Santos, stating details of non-conformance and proposed corrective action.

Santos may conduct an audit on all or any part of the Contractor’s ERMP (including the Contractor’s time and wage records, long service leave and superannuation contributions) at any time during the term of the Contract. Similar audits may also be undertaken on subcontractors.