



Anglo American
 Capcoal Underground Grasree Mine
 Safe Work Procedure
 Grasree Mine Management Operating System
 MOS.GTM.001

GRASSTREE MINE MANAGEMENT OPERATING SYSTEM

MOS Document N°: MOS.GTM.001

AMENDMENTS

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3	3 November 2011	Revised to include Operational Control Room Officers and Digital Schedule displays	GMIT
4	27 January 2012	Revised to include MOP and Cost review meetings	GMIT
5	17 December 2012	Revised entire document	ABIN & AGAR
6	18 July 2018	Full Review	TREE
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1 SCOPE

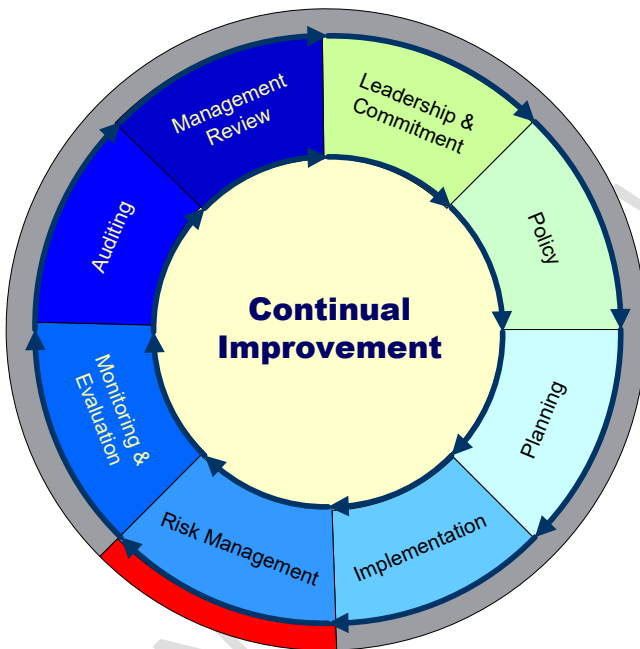
The intent of this document is to provide the operational framework for Grasree Mine. The operations framework is inclusive of sustainability (Sustainable Development), financials and production (including maintenance) and sets out the way we do business.

The systems developed for the Grasree Mine Management Operating System are not optional. They are the way we do business.

2 PURPOSE

The Grasree Mine Management Operating System (MOS) is an integrated system of management processes and procedures designed to deliver the Mine Schedule and MOP objectives. It is a means of achieving continuous process management and improvement, and incorporates the risk identification & mitigation strategies in the Anglo American Coal Operations Management System (OMS).

As a result, it is important that all systems at Grasree Mine support the MOS business process model.



All processes, activities and directions arising from, and in connection with implementation of this management system must comply with the Anglo American Metallurgical Coal business ethics and values statements. These include, but are not limited to:

- ACA SHE Policy.
- Zero Harm Vision.
- ACA Safety & Sustainability policies.
- ACA Finance policies.
- ACA Human Resources policies.
- ACA Golden Rules.
- Grasree Mine PHMP documents.
- Grasree Mine SHEC / SHMS policies and procedures.

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MOS procedures are available on the site SHMS. These documents should be used by personnel as required to ensure compliance with requirements.

3 ANGLO AMERICAN- OUR SAFETY MANAGEMENT APPROACH

3.1 Our Safety Vision

Our Anglo American vision is to achieve Zero Harm through effective management of safety in our managed operations.

We believe our people are our key asset and do not accept that it is necessary for people to be injured whilst working for us. All employees should be able to return home fit and well at the end of each shift.

3.2 Zero Harm

The MOS is built around operational improvement through consistent behaviours. Our vision is to achieve Zero Harm. This vision is underpinned by three fundamental Safety Principles: Zero Mindset, No Repeats and Simple Non-Negotiable standards.

3.3 Our Elimination of Fatalities framework

Our Elimination of Fatalities (EOF) framework is a multifaceted approach to managing high level risks and hence ensuring we eliminate fatalities and serious incidents from our business. In addition to eliminating fatalities and serious incidents from our business, implementation of the EOF framework will also substantially prevent the occurrence of lower level injuries and incidents - thereby ensuring all members of the workforce return home fit and well at the end of each shift.

The EOF is based upon six key elements (as depicted below), and is a program that spans every aspect of our operation to reinforce and drive a continuous focus and improvement on the management of high level risks within our business such that our Safety Vision is realised.



Anglo Coal Elimination of Fatalities (EOF) framework

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3.3.1 EOF – Leadership

Our safety leadership focus will include:

- Setting clear expectations for safety leadership and holding people to account for their safety responsibilities and performance;
- Coaching and training leaders in effective safety leadership;
- Creating a strong and visible focus on the management of high level risks; and
- Proactively seeking safety feedback and acting upon this feedback appropriately.

In summary, we will support our people at all levels with the skills and knowledge they require to perform their safety leadership role fully and effectively. All of our leaders will have a clear understanding of our EOF framework, their roles with it, and the expectations of them as leaders. Our safety leadership focus will ensure we set clear expectations, manage non-compliance, and that we have effective ways of engaging and listening to our workforce.

3.3.2 EOF - Caring Culture

Our Caring Culture will include: Looking out for each other;

- Listening to, and engaging with our people;
- Investing in our people and their capability in safety; and
- Visibly demonstrating our commitment and care for people.

In so doing we will fully understand the safety cultural drivers and influences across our sites and across regions, to ensure we build a culture where everybody looks after their own and their workmates safety.

3.3.3 EOF - Planning & Scheduling

Our Planning and Scheduling approaches will involve: Planning our work and following the plan;

- Managing risks through relevant, known and proven procedures; and
- Improving our plans as we learn.

3.3.4 EOF - Risk & Change Management

Our risk and change management processes will involve: Everyone exhibiting positive safety behaviours;

- Everyone following our Golden Rules and keeping them front of mind;
- Everyone assessing and managing the risks before performing work;
- Effective critical controls with clear accountabilities to manage high level risks;
- Identifying change and Implementing change management processes whenever change is about to occur; and
- Utilising technical and engineering solutions to manage high level risks.

As such, we will ensure we have the critical controls in place 100% of the time at Grasstree Mine to ensure we manage high level risks and thereby eliminate fatalities and serious incidents. As a result high level risks will be effectively managed.

3.3.5 EOF - Monitoring & Assurance

Our monitoring and assurance programs will involve: Monitoring lead indicators of safety performance;

- Monitoring critical control effectiveness to ensure critical controls are working in accordance with their performance standards;
- Reviewing the safety management system to ensure its implementation and effectiveness; and
- Responding urgently to unacceptable safety performance

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As a result our monitoring and assurance programs will provide continuous monitoring and checks of our critical controls. This will ensure the effectiveness of critical controls is maintained and that they are subject to consistent improvement as our operating environment changes.

3.3.6 EOF - Learning Organisation

Our learning organisation approaches will include:

- Learning from incidents - with detailed focus on High Potential Incidents (HPI) and High Potential Hazards (HPH);
- Identifying and sharing safer and better work practices; and
- Adopting leading safety practices and technologies.

In so doing, we will be a proactive learning organisation that identifies and utilises leading safety practices for the management of high level risk.

3.4 One Anglo

3.4.1 Ambition

Our ambition is to be the leading global mining company. Supporting this are three interlinked pillars:

- Investment of choice – we will deliver the highest economic return from our assets, outperforming our competition and offering our shareholders secure profitable growth through acquisition and through our project pipeline, which is the biggest in the sector.
- Partner of choice – we will work hand-in-hand with host governments and with the communities whose lives we touch to create mutual value. We will engage constructively with NGOs and form partnerships with suppliers and customers.
- Employer of choice – we will attract and retain the right talent for Anglo American, develop our people to realise their potential and ensure that they are safe and healthy.

3.4.2 Who We Are

The One Anglo culture is based on all of us working together. It is about people making a difference in a company making a difference.

But One Anglo is not just about the way we work – it is also about the way we think.

Our approach must be:

- We all play for the greater good of Anglo – We do things because they help Anglo achieve its ambition to be the leading global mining company.
- Pride and passion – our people are really proud to be here, are passionate about what the company stands for and determined to make a difference.

3.4.3 Why is One Anglo Important?

One Anglo is essential to our ambition. We need to come together internally to set ourselves apart externally. A truly unified and integrated way of thinking and working will give us the best possible platform for becoming the world’s leading global mining company.

Thinking and working together will help us to:

- improve our safety record.
- deliver the biggest pipeline in our industry.
- attract investors through our ability to add value.
- earn the trust of host governments, communities and NGOs.
- ensure we attract the best talent into Anglo.

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3.4.4 How was the One Anglo model created?

The One Anglo model was developed by the Executive Committee to provide clarity and consistency about what Anglo American stands for – about what it means to be the leading global mining company, about the notion of One Anglo and about what we need to do to achieve our ambition.

3.4.5 The Way Forward

One Anglo is more about standardisation than centralisation. This means standardising the way we do things where it is possible, makes sense and where difference does not add any value.

There are three drivers of this standardised approach:

- common systems and processes.
- an effective organisation with the right structures and resources.
- operational excellence.

3.5 Anglo Values

Anglo American has developed a set of values that we all work toward and live by, each of these values is represented by a symbol, these are;

3.5.1 Safety



We put safety first in everything we do.
 We make safety a way of life, inside and outside the workplace.
 We show genuine concern and take responsibility for our own safety and that of others.
 We truly believe that ALL injuries are preventable.
 We continually reassess risks and comply with rules and procedures.

3.5.2 Care and Respect



We always treat people with respect, dignity and common courtesy regardless of background, lifestyle or position.
 We are fair, compassionate and empathetic with others and respect ourselves.
 We build trust through open, two-way communication and appreciate different points of view.
 We consider the impact of our actions on others.
 We take into account the best interests of all stakeholders.

3.5.3 Integrity



We are honest, fair, ethical and transparent.
 We are willing to do the right thing even if it means running the risk of being unpopular.
 We 'walk the talk' – our actions are consistent with our words.
 We deal with people and issues directly and avoid hidden agendas.
 We speak up when something is not right.

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3.5.4 Accountability



We take ownership of our decisions, actions and results rather than blame others.
 We deliver on our promises and own our outcomes – both good and bad.
 We have a can-do attitude, high performance expectations and a bias for action.
 We openly acknowledge and learn from our mistakes.
 We go beyond the responsibilities of our role to benefit the company (above and beyond the call of duty).
 We hold others accountable.

3.5.5 Collaboration



We make decisions based on what is good for the company, not our own self-interest.
 We work together to get things done across the whole organisation.
 We communicate expectations and provide people with the information they need to do their jobs effectively.
 We appreciate the efforts and contributions of others.
 We are one company, act inclusively across groups and are united against the competition ('us' versus 'them').

3.5.6 Innovation



We challenge 'the way it has always been done' (status quo).
 We are visibly open to learning new approaches and to encouraging new ways of thinking.
 We find new ways to dramatically improve business and to use resources more efficiently and effectively.
 We seek and apply learning from our own experience and that of others.
 We actively develop future-oriented solutions.

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4 Grasree Mine Vision & Culture

Grasree Mine will be a safe & productive mine, that consistently delivers on our commitments in accordance with the Anglo American core values.



5 ANGLO AMERICAN- OUR SAFETY MANAGEMENT APPROACH

Golden Rules, Fatal Risk Standards & Critical Controls

The MOS is built around operational improvement through consistent behaviours, never the less, the first and foremost priority is Zero Harm to all. Anglo American policies MUST be followed at all time with the aim of Zero Harm as the outcome.

5.1 Golden Rules

The Anglo American Safety Golden Rules have been developed after a review of fatal incidents. The nine Golden rules for ensuring safety in our workplace are covered by these headings. All site personnel should make themselves aware of the detail by referring to the Intranet:

Anglo American Golden Rules - Proposed	Anglo American Golden Rules - Existing	Met Coal - 2018
<p>1: Fundamental Golden Rule. Only carry out a task if you are trained and authorised to do it. Make sure you assess the risks involved and guard against them. Always wear your PPE and obtain a permit where required. If controls are not in place, or not working properly, stop the job and only continue once the controls are working properly.</p>	<p>1: Fundamental Golden Rule. Do not carry out a task unless you are trained and authorised to do it. Make sure you assess the risks involved and guard against them. Always wear your PPE and obtain a permit where required.</p>	<ul style="list-style-type: none"> I will never carry out a task unless I am trained, competent and authorised to do so I will always attend my place of work unaffected by alcohol, or drugs that have the potential to affect my safety or the safety of others at work I will always stop the job if the controls are not in place or are not working
<p>2: Underground and Surface Mining. Never enter restricted areas unless you have permission. Only</p>	<p>2: Underground and Surface Mining. Do not enter restricted areas unless you have permission. Only</p>	<ul style="list-style-type: none"> I will never enter an area of unsupported ground I will never breach geotechnical exclusion zones

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Anglo American Golden Rules - Proposed	Anglo American Golden Rules - Existing	Met Coal - 2018
cross conveyors at designated crossing points. When underground do not enter areas of unsupported ground; always bar down according to your training and do not enter the pathways of winches which aren't isolated.	cross conveyors at designated crossing points. When underground do not enter areas of unsupported ground; always bar down according to your training and do not enter the pathways of winches which aren't isolated.	<ul style="list-style-type: none"> I will never enter a restricted area unless I have specific permission / approval to do so I will only cross conveyor belts at designated crossing points
3: Mobile Equipment & Light Vehicle. Always follow the traffic rules, wear your seat belt, keep within speed limits, and do not make phone calls while driving. Pedestrians must always stand well clear of mobile equipment and vehicles.	3: Mobile Equipment & Light Vehicle. Always follow the traffic rules, wear your seat belt, keep within speed limits, and do not use hand held phones while driving. Pedestrians must always stand clear of mobile equipment.	<ul style="list-style-type: none"> I will always comply with speed limits and wear my seat belt in vehicles and mobile equipment where these are fitted I will never approach operating equipment unless I have made positive communications with the operator I will not make mobile phone calls whilst driving
4: Confined Spaces. Never enter a confined space without understanding and following your site's confined space procedure.	4: Confined Spaces. Do not enter a confined space without understanding and following your site's confined space procedure.	<ul style="list-style-type: none"> I will never enter a confined space unless I have fully complied with my site's procedure for confined spaces
5: Working at Heights. Always use fall protection safety equipment when working at heights.	5: Working at Heights. Always use fall protection safety equipment when working at heights.	<ul style="list-style-type: none"> I will always ensure fall protection or prevention is in place when working at heights
6: Energy & Machinery Isolation. All energy sources must be safely isolated and energy released before working on the piece of equipment. Release Energy, Lock, Tag & Test.	6: Energy & Machinery Isolation. Always follow your site's isolation procedure. Make sure all energy sources have been safely isolated and energy released before working on the piece of equipment. Release Energy, Lock, Tag & Test.	<ul style="list-style-type: none"> I will always ensure all energy sources have been isolated and energy released before working on any equipment or potential energy sources I will always follow the control of energy, lock, tag and test procedure
7: Lifting & Mechanical Handling. Make sure the lifting device is capable of lifting the load. Never allow anyone to be in the drop zone of the load	7: Lifting & Mechanical Handling. Make sure the lifting device is capable of lifting the load. Never allow anyone to be in the drop zone of the load.	<ul style="list-style-type: none"> I will ensure correct lifting device is used I will never position myself under a suspended load or in a designated drop zone
8: Water Bodies & Liquid Storage. When working around water and liquid storage facilities always wear a buoyancy vest and never work alone.	8: Water Bodies & Liquid Storage. When working around water and liquid storage facilities always wear a buoyancy vest and never work alone.	<ul style="list-style-type: none"> I will always wear a buoyancy vest and never work alone when working around water or liquid storage facilities
9: Chemicals & Hazardous Substances.	9: Chemicals & Hazardous Substances.	<ul style="list-style-type: none"> I will always handle, store and dispose of chemicals or hazardous substances in

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Anglo American Golden Rules - Proposed	Anglo American Golden Rules - Existing	Met Coal - 2018
Make sure you know how to handle, store and dispose of any chemicals or hazardous substances you are working with.	Make sure you know how to handle, store and dispose of any chemicals or hazardous substances you are working with.	accordance with site procedures

5.2 Principle Hazard Management Plans (PHMPs) and Critical Controls

5.3

To manage unacceptable risks in its underground and surface operations, Grasree Mine has developed and implemented a Safety and Health Management System (SHMS) which includes the Principle Hazard Management Plans developed to manage and control the principle hazards at Grasree Mine.

Principal Hazard management is an ongoing process which requires diligent review and monitoring of risk and Critical Control effectiveness. To ensure transparent management of Principal Hazards, a Critical Control Auditing Program (CCAP) has been developed which is conducted on a monthly basis which details the results of specific Critical Control audits.

Grasree PHMPs

- [PHMP.GTM.011 Emergency Response Management Plan](#)
- [PHMP.GTM.010 Shaft Winder Management Plan](#)
- [PHMP.GTM.009 Strata Control Management Plan](#)
- [PHMP.GTM.008 Inrush Management Plan](#)
- [PHMP.GTM.007 Outburst Management Plan](#)
- [PHMP.GTM.006 Mine Ventilation Management Plan](#)
- [PHMP.GTM.005.1 Gas Management Plan](#)
- [PHMP.GTM.005.2 Spontaneous Combustion Management Plan](#)
- [PHMP.GTM.005.3 Methane Drainage Management Plan](#)
- [PHMP.GTM.005.5 Mine Fire Management Plan](#)

The management structure defines the specific manager responsible for maintaining each PHMP and its associated critical controls.as per the below table

Principal Hazard	Hazard Control Owner
Emergency Response	Underground Mine Manager
Gas Management	Ventilation and Gas Superintendent
Mine Ventilation	Underground Mine Manager
Spontaneous Combustion	Technical Services Manager
Methane Drainage	Gas Drainage Superintendent
Outburst	Underground Mine Manager
Inrush	Technical Services Manager
Strata Failure and Control	Geotechnical Superintendent
Winder	Underground Mine Manager
Fire and Explosion	Underground Mine Manager

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Major Hazard	Hazard "Owner"
Irrespirable/Noxious atmosphere	Ventilation Officer
Explosives and Shotfiring	Underground Mine Manager
Confined space	Engineering and Maintenance Manager
Inadequate Energy Isolation	Electrical Engineering Manager
Electrical Safety	Electrical Engineering Manager
Working at Height	Engineering and Maintenance Manager
Mobile Equipment	Mechanical Engineering Manager
Lifting and Cranage	Mechanical Engineering Manager
Tyre and Rim Management	Mechanical Engineering Manager

Systems have been established to ensure a consistent approach to the identification, development, and implementation of Critical Controls in all underground operations, and to drive the effective management of single and multiple fatality risk mitigation. The key objectives are:

- To ensure that there is a consistent process across underground operations for Critical Control development, implementation, management and reporting
- And to ensure provision of an effective assurance process that compliments the Critical Control auditing process

The critical controls below must also be signed off monthly with a register maintained of all documentation. The Underground Mine Manager & Technical Services Manager are responsible and accountable for its completion with a copy supplied to the General Manager/SSE.

- Spontaneous Combustion
- Gas Management
- Emergency Response
- Frictional Ignition
- Strata Control
- Gas Drainage
- Water Management
- Shaft
- Mobile Plant
- Electrical Compliance

5.4 Trigger Action Response Plans

Trigger Action Response Plans (TARP's) are an integral part of Anglo American Grasree mine's Safety and Health Management System. There are numerous TARP's pertaining to different elements and areas of the operation.

TARP's are generally of 4 levels or 'codes' (this may be varied in some circumstances dependant on the TARP, however the majority of TARP's at Anglo American Grasree mine will follow this principle).

These 4 levels or codes are in accordance with the following triggers:

- Normal Level: what we reasonably expect conditions to be in day to day operation.
- Level 1: there has been a change from normal. This change is to be verified and investigated.
- Level 2: there is definite negative trend or situation developing and remedial action needs to be planned and executed.

Level 3: a situation has occurred that poses an immediate risk and remedial action must be undertaken. These levels are supported by a colour system that is similar to that of traffic lights.

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TARP LEVEL	TARP Code	Comments
Normal	GREEN	OK to continue
Level 1	YELLOW	Slight change from normal, verify and investigate
Level 2	ORANGE	Situation moving towards unstable, develop a corrective action plan and prepare to implement
Level 3	RED	An event has occurred, the issue must be dealt with

TARP layout may vary, but in general, the following representation is to be maintained:

TRIGGER	Normal CODE GREEN	LEVEL 1 CODE YELLOW	LEVEL 2 CODE ORANGE	LEVEL 3 CODE RED
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5.4.1 Raising and Using TARP's

TARP's may be raised by any member of the workforce at Anglo American Grasstree mine when triggers are reached as per the applicable TARP. This will typically be the ERZ Controller. If the person is underground, they will contact the Control Room Operator (CRO), who will update the TARP board with all relevant details.

The TARP is also to be recorded in the TARP register book. Persons commencing their shift, will read the TARP board to familiarise themselves with active TARP's.

ERZ Controllers and MSO's will initial the TARP board in the initials column at the start of every shift to acknowledge they are familiar with the active TARP's. Acknowledgements of active TARP's are to be included in the mine statutory reports.

The MSO will refer to the TARP board in the shift briefing to the crews at the start of each shift.

5.4.2 Downgrade of TARP's

- Refer to the TARP, if not stated, a Level 1 TARP may be removed by any ERZ Controller or MSO who has corrected the issue or has knowledge of the corrected issue and deems the TARP no longer active.
- Refer to the TARP, if not stated, a Level 2 TARP may be removed by any MSO or the responsible Superintendent who has corrected the issue or has knowledge of the corrected issue and deems the TARP no longer active.
- Refer to the TARP, if not stated, a Level 3 TARP may be removed by the Mine Manager or the Operations Manager if they have corrected the issue or have knowledge of the corrected issue and deem the TARP no longer active.
- In all cases when a TARP is removed, the TARP register book attached to the TARP board will be updated and will be used to recall the details of the removal and act as a history of TARP activation and de-activation at the Anglo American Grasstree mine.

5.5 Incident Reporting Process

An incident report is required to be completed in accordance with legislative and regulatory requirements in many instances including those which are classified as:

- Safety
- Health
- Environmental

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- Social
- Legal and Regulatory
- Reputation
- Material losses/damage/business Interruption.

Grasree Mine specific incident report requirements can be found on the SHMS. Incidents are expected to be reported immediately and are tabled by department at the daily review meeting. Depending on the nature and severity of the incident, other processes may have to be followed. It is the responsibility of all Coal Mine Workers to become familiar with incident reporting requirements.

5.6 Legislation

The Queensland Coal Mining Safety & Health Act 1999 and the Coal Mining Safety and Health Regulation 2017, and the Environmental Protection Act 1994 are the key legislated documents that the mine operates in accordance with.

Grasree Mine has copies assessed of applicable legislation, licenses, permits, standards and codes and programs, these are available through the Document Management System. Copies of approvals, licenses and permits to operate have been compiled and are held on the Document Management System. The ultimate responsibility for identifying and assessing current, new and changed HSEC legislation, external standards and codes, lies with the Site Senior Executive. The Site Senior Executive will then assign responsibility and accountability for co-ordinating the identification, acquisition and renewal of HSEC statutory approvals to other relevant personnel. When there have been changes to any HSEC legislation, external standards and codes the changes will be communicated to the relevant personnel by the Mine Manager or his nominee and must meet the meeting and communication standard.

If non-compliance is detected then corrective actions are assigned to responsible and accountable personnel for the correction of the non-compliance. This correction is to be completed and implemented in a timely manner. These actions will be stored on the Enablon group database where they can be monitored for progression and closed when completed.

All employees have access to the computer based Document Management System where all applicable HSEC documentation is electronically stored and access can be gained to legislation, external standards and codes.

5.7 Visible Felt Leadership

Visible Felt Leadership (VFL) describes a natural, interactive process that managers and supervisors are required to carry out as normal part of their jobs. While VFL is one of the most important contributors to sustained and improved safety performance, it goes beyond safety and touches on general elements of leadership, such as collaboration, communicating and coaching.

In short, VFL is a characteristic of good management. VFL is not a process that comes naturally to most people. VFL has to be learnt and practiced. It is part of a system that ensures that the supervisor's put the interaction to constructive use.

Part of implementing VFL relates to how leaders and employees interact in the workplace. Typically this interaction involves a one-on-one conversation that focuses on recognising people doing the right thing, and helps them do it all the time. This interaction provides a way to improve safety from a position of care and respect, while obtaining valuable information from the people who know it best.

Materials are available to assist the personnel at Grasree mine embed VFL in a consistent way.

As leaders of the business staff are expected to regularly visit the work areas. As a requirement of each visit at least one safety interaction is to be done.

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In addition to safety interactions staff are also expected to add value by pointing out where standards are less than adequate and discuss issues with the crews.

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5.8 Safety Health & Environment (SHE)

5.8.1 Grasstree Mine Safety and Health Management System (SHMS)

The mine’s SHMS is embedded in the Management Operating System. Best practice for a business’ SHMS holds that a continuous improvement cycle is used. This is the same cycle and language (PLAN, IMPLEMENT, MONITOR, ACT, REVIEW) as currently underpins the operational elements of the MOS.

The SHMS should be seen as sitting alongside operational standards to achieve the optimal management of the mine. The SHMS is influenced by and aligns to any legislative requirements and corporate governance requirements.

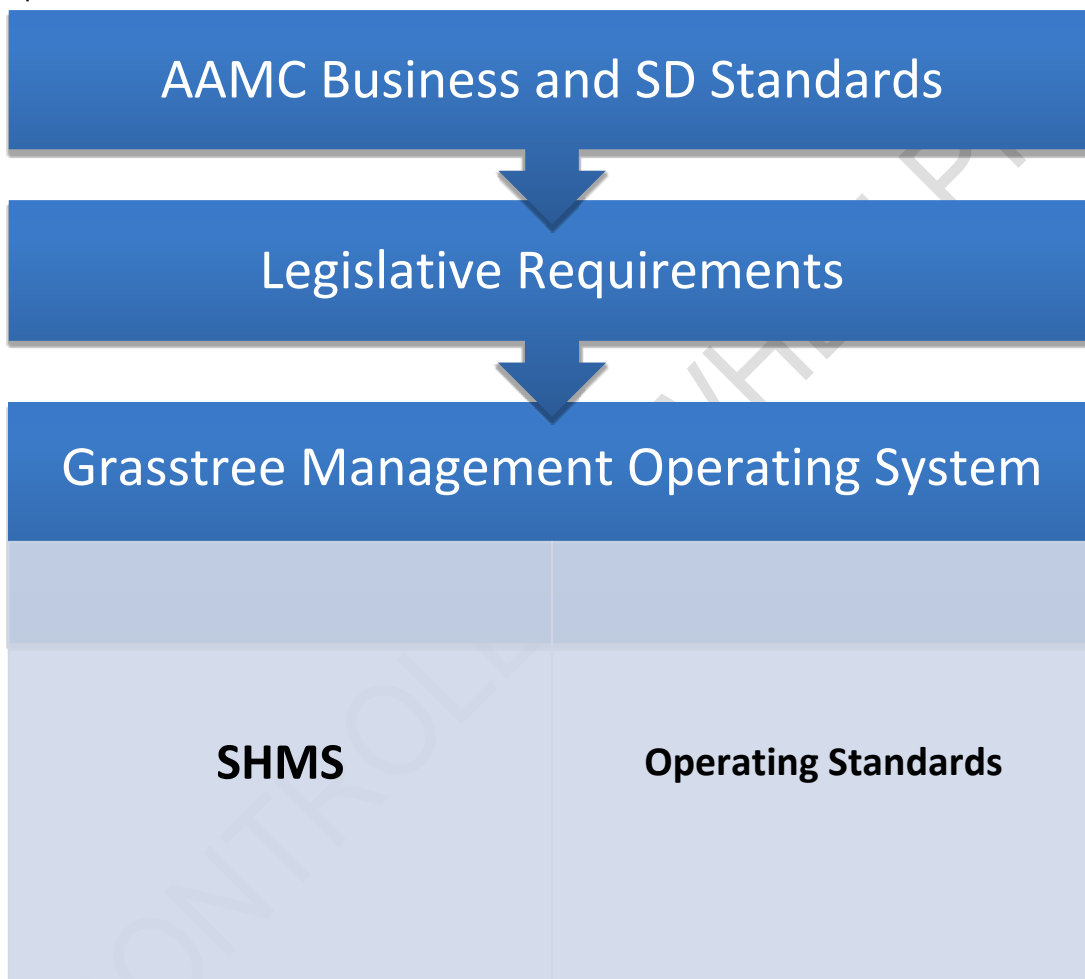


Figure: The Anglo “Way”

Our commitment to safety and sustainable development includes ensuring that we act consistently across the Group in relation to safety, health, social development and the environment. We adopt a systematic approach to managing these issues to ensure compliance and to achieve continuous improvement.

The four 'Way' documents (Occupational Health, Safety, Environment and Social) guide how we establish systems for managing these issues at Group, business unit and site levels.

These can be found on the Anglo American Source by following this pathway;

[SHE Way](#)

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The introduction to the Anglo Occupational Health Way is as follows, and is relevant to all "Way" documents.

All site personnel are expected to make themselves aware of the requirements of the "Way" documents.

Anglo American plc owns and operates a diverse range of businesses which, by virtue of the size, diversity of operations and geographical locations, pose significant health, safety and environmental challenges.

Our divisions and managed operations are committed to Anglo American's "Good Citizen: Our Business Principles", the Vision of Zero Harm and to our Occupational Health Policy.

To help meet our commitment to occupational health, Anglo American has developed the **Anglo Occupational Health principles**, the **Anglo American Health Framework**¹, and the **Anglo Occupational Health Way** Management System Standards². These have been developed through a process of internal and external consultations and collaboration and support the existing Anglo American Health Management Guidelines.

Our chief executives commitment to the Anglo Occupational Health Way has been clearly articulated and the Anglo American Executive Committee³ has endorsed and committed to the implementation of the Occupational Health Standards.

The Anglo American Board of directors seeks assurance of compliance to the Anglo Occupational Health Way through regular self-assessments, peer reviews and third party audits.

6 MOS Behaviours

The MOS is a behavioural model, it is based on individual and collective behaviours, the application of these behaviours are essential for success.

The **behavioural model or expectations** are as follows;

- a. All work is carried out based on standards and reasonable estimates.
- b. Everyone's work is planned in advance.
- c. Everyone will know what their plan is.
- d. All plans will be communicated to all stakeholders.
- e. Managers actively manage by following up rather than reacting to events.
- f. Exercise Short Interval Control - do not walk past any deviation to standard, action all non-compliances immediately.
- g. A robust review process by all areas will occur to recognise variance. Variance is identified as a gap between standards and what actually occurred.
- h. Action is taken to eliminate variance.
- i. Act decisively, honestly and with integrity at all times.
- j. Maintain 'energy' within the operation to drive performance.
- k. Demonstrate personal actions in line with the Anglo American Values.

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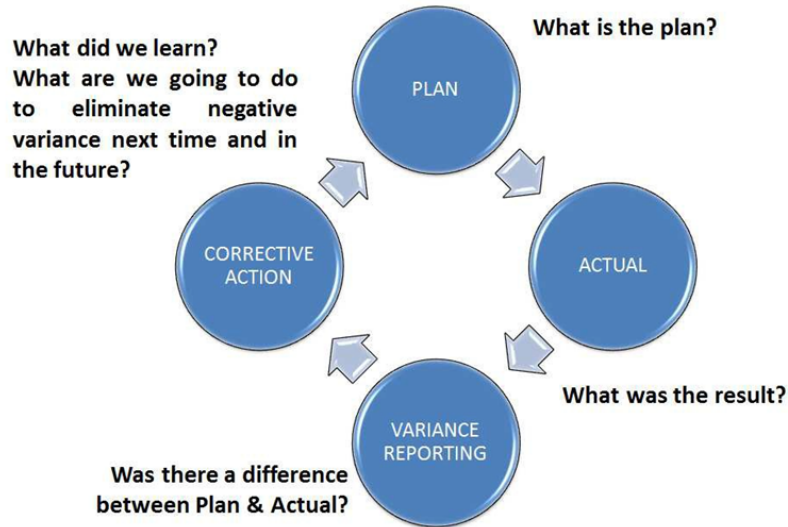
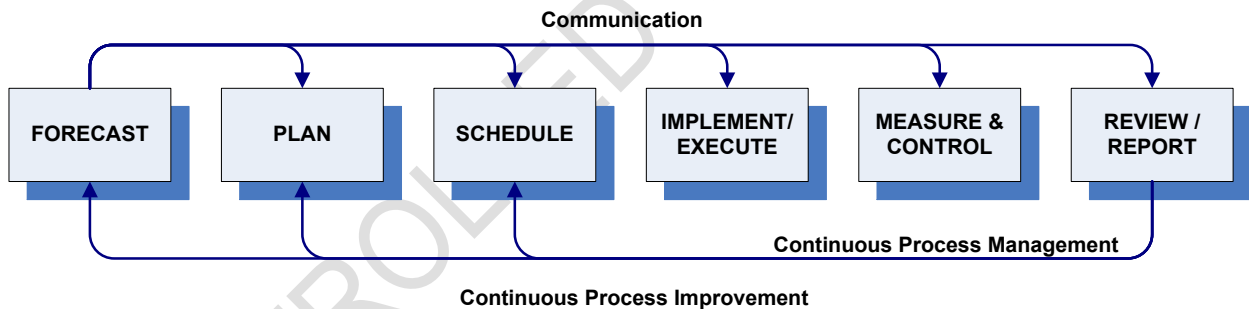


Figure: Basic Principles of the MOS behaviours

Management Operating System (MOS) Business Model

The operation of the mine follows a Continuous Process Management / Improvement business model as an integral part of the Management Operating System (MOS). This system (business model) is defined by the operational elements as shown.



Each of the elements contains processes, documents and actions, which dictate the overall processes by which the business is run. Safety, Production and Financials are the fundamental elements of our business. They are incorporated in all decisions, no one element is considered in isolation.

6.1 Elements of a MOS for the Mining Environment

- Ambition or vision/values statement Stated behavioural expectations Operate within a safety framework LOMP
- High level Forecast that sets the parameters for department planning
- Consolidated mine planning forum Schedule mechanism Implementation process
- Department planning and schedule process
- Clearly articulated KPI Everyone has a plan SIC and RCA process
- Department review process that supports actions for variance
- Daily mine review meeting to review performance against plan and manage variance through actions
- Action log process

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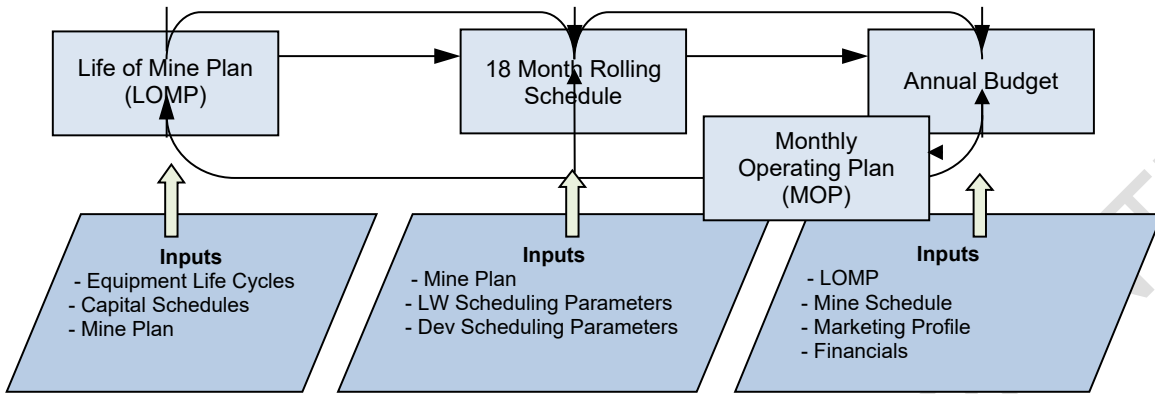
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7 Forecast

Management Operating System		
Item	Purpose	Responsibility
Forecast	The mine's long range plan including LOMP, Budget & Mine Schedule.	Technical Services Manager
Balanced Strategy (Plan on a Page)	Monitored throughout the year using KPI's. Regular meeting held to review performance against the plan. Reviewed annually.	SLT
Life of Mine Plan (LOMP)	Each mine must have a Life of Mine Plan. The LOMP takes a holistic view from commencement to demobilisation to rehab. It includes the long term mine schedule and must be continually reviewed and updated as required.	Technical Services Manager (reviewed by SLT)
Business Plan	Translates the strategy into allocated responsibilities. It is used as a means for the analysis of the expected business performance.	SLT
Monthly Operating Plan	Is the measure against which the mine is expected to perform on a Monthly/Quarterly and Annual basis.	Technical Services Manager / General Manager



The forecast is the long range plan that includes the Life of Mine Plan (LOMP), Budget and Mine Schedule. This is done each month and involves full departmental sign off.



7.1 Balanced Strategy (Plan on a page)

The Balanced Strategy will be monitored and reviewed throughout the year using key performance indicators. The strategy will also be reviewed annually or when changes have been made to the business plan.

The Balanced Strategy is implemented by the Site Leadership Team, driven and monitored by the Site Managers and Superintendents by way of diligent and consistent energy being applied to a rigorous meeting schedule and dissemination of information and feedback to all stakeholders.

Progress to, and performance against Balanced Strategy, objectives and targets are monitored, reviewed, assessed and updated to confirm Balanced Strategy requirements are being met and that these requirements are delivering the level of performance and control that was sought.

If necessary, the site will revise its Balanced Strategy, objectives and targets.

Underground crews and contractors meet on a monthly basis to discuss matters that include Balanced Strategy data, and performance; Industry alerts and AAMC standards. Matters arising from these meetings are evaluated by the meeting Chair and if necessary introduced into the Enablon or production action reporting system. Where appropriate, matters are shared across AAMC and included as required in the Mine Balanced Strategy and also where required in the Mine Budget.

7.2 Life of Mine Plan (LOMP)

The LOMP takes a holistic view of the business from commencement to demobilisation and rehabilitation. Long Term Mine Scheduling typically covers detail on annualised basis out to the end of mine life. Long term schedules serve a more strategic purpose, where outputs are required for analysis of different extraction scenarios and as a guide for further exploration. Long term scheduling also acts as a means for equipment selection analysis and aids in the identification of periods of potential high business risk.

It is an iterative process of mine layout changes and scheduling depending on confidence levels regarding geological structure, resource classification, drill hole data frequency and presence or absence of geophysical interpretations. Process productivity and time estimates used in the scheduling process should reflect historic performance, benchmarking as well as theoretical calculations.

The LOMP consists of a market overview, competitive position, resource assessment as well as resource development plan and environmental factors. Mine access and infrastructure including coal handling and preparation are outlined and evaluated.

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Human resource arrangements have to be reviewed to meet the goals of the production profile. The economic evaluation includes forecast costs, CAPEX, and revenue, taxation liabilities and cash flow. This report contains NPV, IRR and ROCE as well as a sensitivity analysis on key business drivers. Risks and opportunities are shown to address contingency plans for business recovery after potential major impacts.

7.3 Business Plan

The business plan translates the strategy into who is going to do what by when to achieve our longer term overall directions and goals for the business.

The purpose of business plan schedules is to act as a means for the analysis of expected business performance over the ensuing business periods, typically a three year period.

The schedule is used to help generate operating and capital cost estimates as well as revenue streams. The schedule will also define the relevant business KPIs. High levels of geological confidence are required in the areas extracted early in the scheduling periods. High geological confidence translates to high deliverability in the schedule outputs. Analysis of historic productivity data should aim to identify localised productivity influencing factors such as changes in roof conditions, presence of igneous intrusions or geological structure and equipment degradation.

The analysis should also aim to quantify the potential productivity impacts. Process productivity and time estimates used in the scheduling process should reflect these influencing factors as well as identifying areas where benchmarking or theoretical calculations suggest higher productivity or operating time can be achieved. Timing of the business planning process is shown below. The output of a business plan schedule is determined by the standard set of financial reporting periods covering all major processes (development, extraction, outbye services and underground coal clearance) and associated support functions (gas drainage, ventilation, geotechnical, electrical reticulation, communications).

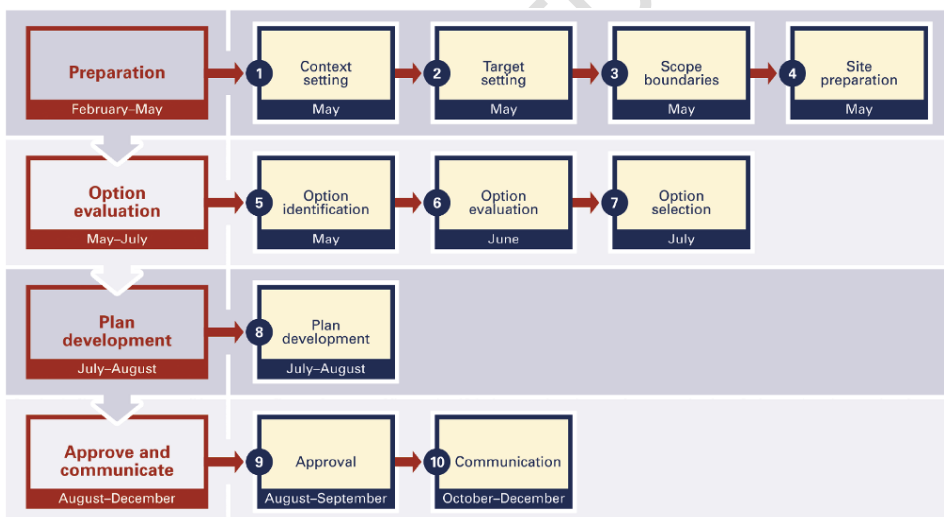


Figure: Business Planning Process

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7.4 Monthly Operating Plan (MOP)

The monthly operating plan is the measure against which the mine is expected to perform on a monthly and annual basis.

The MOP must be reviewed monthly and updated in accordance with results, mining conditions and feeds from the expected budget expenses. Maintained by Technical Services Manager, overall responsibility lies with the General Manager.

7.4.1 MOP Schedule Input Meeting

Chair General Manager.
Alternate Technical Services Manager.
Required Underground Mine Manager, Engineering Manager, Tech Services Manager, Operations Manager, Commercial Manager, Process Superintendents.
Intent This meeting is to both review the previous month's performance and determine the next MOP's input parameters.

Analyse actual performance for the month and YTD against planned performance. Understand root cause of variations and table any further risks and opportunities. Assign clear accountabilities and timing of key actions necessary to deliver on our commitments. Review effectiveness of critical controls put in place for identified operational risks with owners.

Agree and sign off the MOP input parameters on which to run the mine schedule and update the risks and opportunities. This shall take account of:

- Current mining sequence.
- Key equipment & performance trends such as availability, utilisation, rate, de-rating factors.
- Outage schedules such as maintenance, LW moves.
- BI Initiative Status Updates, performance against benchmarks and agreed targets.
- Constraints analysis and assumptions rosters, manning, equipment, contractors.
- Weather assumptions.
- Assessment of operational risk associated with plan.
- Specific direction from ELT.
- Learnings from last month.
- The 90 day engineering plan.

(Refer to reporting calendar)

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8 Plan

Item	Purpose	Responsibility
Plan Whole of Mine Schedule	Is the 36 month rolling schedule that links the Forecast, Plan and Schedule elements together.	Technical Services Manager
Annual Budget / Business Plan	The budget is the sum of the business commitments for the next 3 years	Commercial Manager
Operational Planning	Breaks down the mine forecast into manageable units, defines the resources and other requirements to meet the mine objectives.	Operations Manager
Contractor Management Plan	Details formal processes for mobilising & managing contractors in all activities	HSEC Manager
90 Day Action Plan	Captures all key activities planned, or milestones to be achieved within each department – they are not restricted to operational interactions or departmental interfaces.	All Department Managers
Computerised Maintenance Management System (CMMS)	The CMMS is to provide reliability to enable the process to work as intended. Inputs include delay data, defect elimination, and condition monitoring.	Engineering Manager
Maintenance Strategy	The objective is to increase reliability and	Engineering Manager
Maintenance Process	Scheduling, testing checking and inspecting. Planning work instructions and standards. Work Order reporting	Engineering Manager
Scope of Maintenance Activities	Includes but not limited to; Fixed plant, Mobile plant, buildings & structures, and contractors equipment	Engineering Manager
Systematic Inspection and Testing	Manned equipment inspected daily, strategy for fixed & mobile equipment and structures to be inspected in terms of the defined strategies. Maintenance tasks computer based.	Engineering Manager, EEM & MEM.

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8.1 Whole of Mine Schedule

The Whole of Mine Schedule is a 36 month rolling schedule that links the Forecast, Plan and Schedule Elements together.

It is generated from scheduling parameters and base activity levels being updated monthly after each MOP review with varying inputs.

These inputs include:

- Longwall Scheduling Parameters – (input from the Longwall Superintendent)
- Development Scheduling Parameters - (input from the Development Superintendent) Area activities
- Physicals (Tonnes & Metres)

The Whole of Mine Schedule has a resolution of a month and the frequency of review is every 6 months. The Whole of Mine Schedule is updated and fixed monthly.

The updates are performed by the Technical Services Department in the Monthly MOP (the next month's detailed activity plan). This includes A review of the Longwall float trend with appropriate control measures to maintain compliance to plan.

AAC review reports are generated Monthly and Quarterly.

8.2 Annual Budget / Business Plan

The Budget is the sum of the business commitments for the next 5 years. The timetable for the development of the budget is defined by AAC in line with corporate requirements.

Each department head is responsible for planning the next 60 month period in terms of budgetary requirements to enable the area to fulfil its annual planned targets.

The budget is to consist of all Capex and Opex items such as manning, including contractor usage, machinery and equipment replacement and maintenance costs, spares and supplies and any other items where an expectation exists that will require the company to outlay funds.

These expenditure items will be reported and reviewed monthly by the SLT with the General Manager.

8.3 Operational Planning

Operational Planning, by design breaks down the mine forecast into manageable units and defines the resources, and all other requirements to meet the mine objectives.

The MOS document outlines how this is achieved through use of all the processes, systems and behaviours summarised in this document. It is the responsibility of all staff to make themselves aware of their requirements.

8.3.1 Underground Zoning

All underground areas at Grasree Mine are zoned, with clear supervisory responsibilities in place at all times for each zone. This protocol ensures full knowledge of all activities planned within any given Zone by the nominated ERZ Controller, and thereby more effective supervision of all work activities. Overall, this is achieved by;

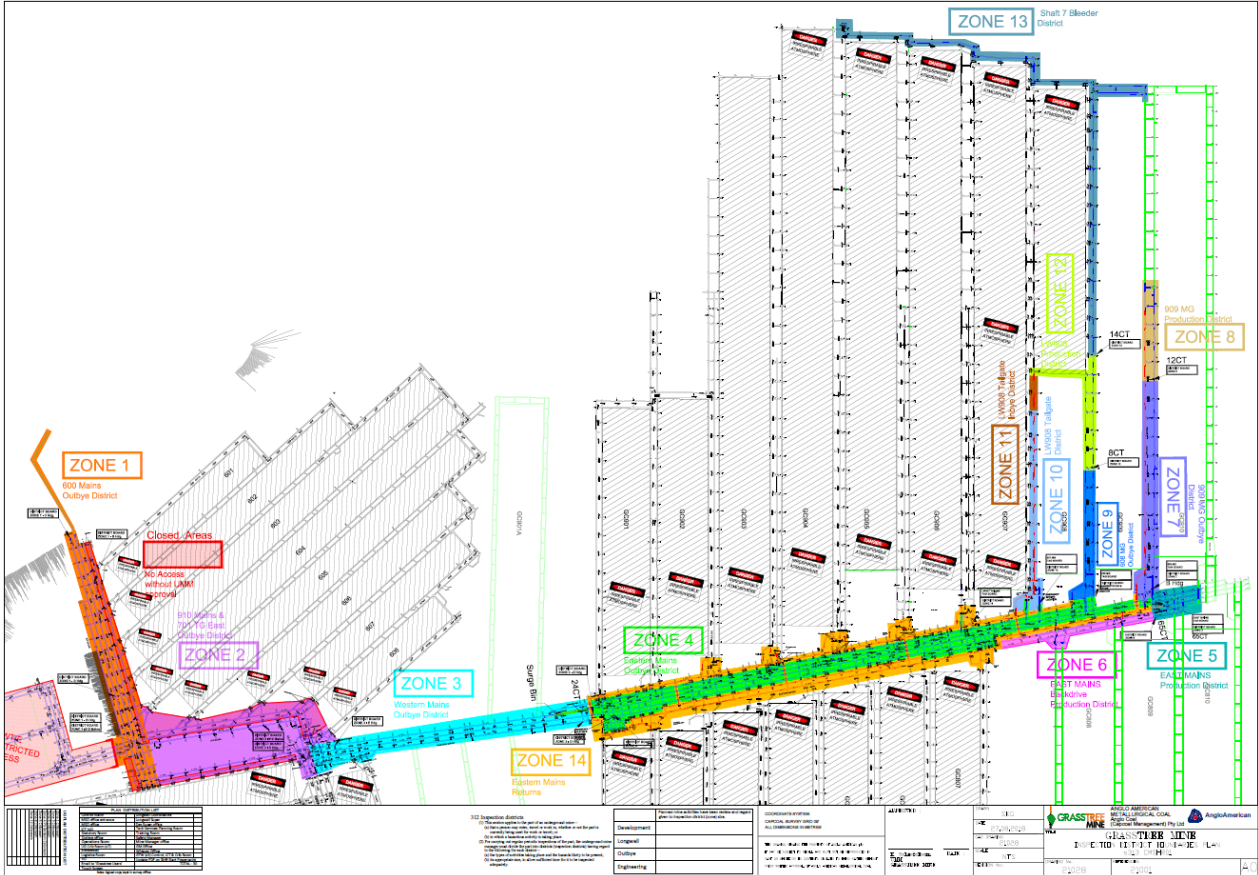
- Eliminating any confusion over which ERZ Controller is responsible for each inspection zone
- Creating ownership of each zone by consistent ERZC allocation

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Ensuring that all activities, including numbers of people in each zone, is known and owned
 Treating outbye zones the same as production zones
 Providing constant zone statutory supervision



8.4 Contractor Management Plan

Grasree Mine has a Contractor Management Plan. The primary focus is to ensure that contractors working at Grasree Mine do so safely and without creating environmental harm. Anyone involved in the engagement of a contractor at the Grasree Mine site is required to be thoroughly familiar with the Contractor Management Plan and associated process. The main elements of the Contractor Management Lifecycle detailed in the Plan reflect a 6 stage overarching process structured as follows:

1. Planning the work
2. Sourcing and Commercial
3. Contract award, development and execution
4. Preparing to do the work on site
5. Manage and monitor contractors work
6. Contract finalisation & close-out

The Contractor Management Plan is located on Anglo Docs, Safety & Health section, Standard 10. ([Contractor Management Plan](#))

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8.5 Work Management System (WMS)

The function of the WMS is to provide for reliability to enable the process to operate as intended. The WMS is a regimented scheme that contains set tasks for specific areas, where these tasks are initiated and completed through the use of a work order system.

The scheme is modified and tasks added taking into account;

- Actual delay data recorded by weekly delay analysis reports.
- Results from Defect Elimination and Root Cause Analysis investigations.
- Results from Condition Monitoring (i.e. vibration analysis, oil samples).

Note: - The WMS may also be used for generation of Statutory Work Orders and/or Production Process Work Orders

8.6 Maintenance Strategy

The objective of the maintenance strategy is to increase reliability and availability of equipment. This is the responsibility of the Engineering Manager.

In accordance with the maintenance strategy, equipment is broken up into components and each component is assessed and allocated a maintenance frequency and detailed maintenance requirements, execution of which is the responsibility of the respective Process Superintendent.

These tasks are managed using the computerised Work Management System that generates work orders for planned and unplanned maintenance and engineering activities.

A life cycle maintenance plan should exist for each major piece of plant, equipment and infrastructure. Activities from the life plan are installed on the computerised system.

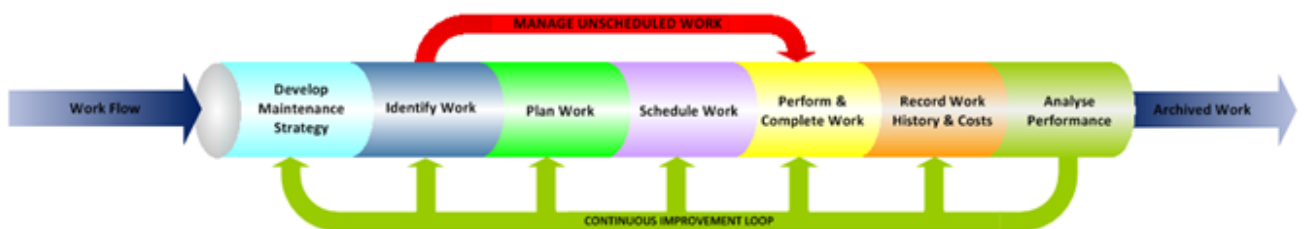
The procurement of new plant, equipment and infrastructure, and the associated SHEC risks are managed through the use of the AAMC Coal Project Management Manual and the AAMC Purchasing – Supply and Contracts Manual.

The SHEC risks associated with the installation, commissioning and operation of the plant, equipment and infrastructure is managed though Risk Management and Change Management.

8.6.1 Maintenance Process

Maintenance processes will include but not be limited to:

- Effective Scheduled Maintenance on all equipment.
- Systems incorporating visual testing, checking and inspecting.
- Effective Maintenance Planning.
- Work Instructions and standards.
- Work Order Reporting System.



For details refer to AAMC Work Management Manual document number AAMC-MSTD-GE-002

8.6.2 Scope of Maintenance Activities:

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- Fixed Plant within the boundaries of the underground mine.
- Mobile Plant within the boundaries of the underground mine.
- Buildings / structures within the mining lease.
- Contractor's equipment whilst on the mine lease.

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8.6.3 Systematic Inspection & Testing:

- Each item of manned equipment is to be inspected daily by a person allocated to operate that equipment, to check that it is safe to operate. That person is required to report all defects as per the Defect Management procedure.
- In addition, and as defined by the Mechanical and Electrical Engineering Managers, each item of fixed or mobile plant or equipment, and structures is to be inspected, tested and checked in accord with the Engineering & Maintenance Management strategy.
- Maintenance tasks are managed by using a computer based system.

8.6.4 Maintenance Planning & Execution

The Maintenance Planning and Execution System implemented at Grasstree mine include the following:

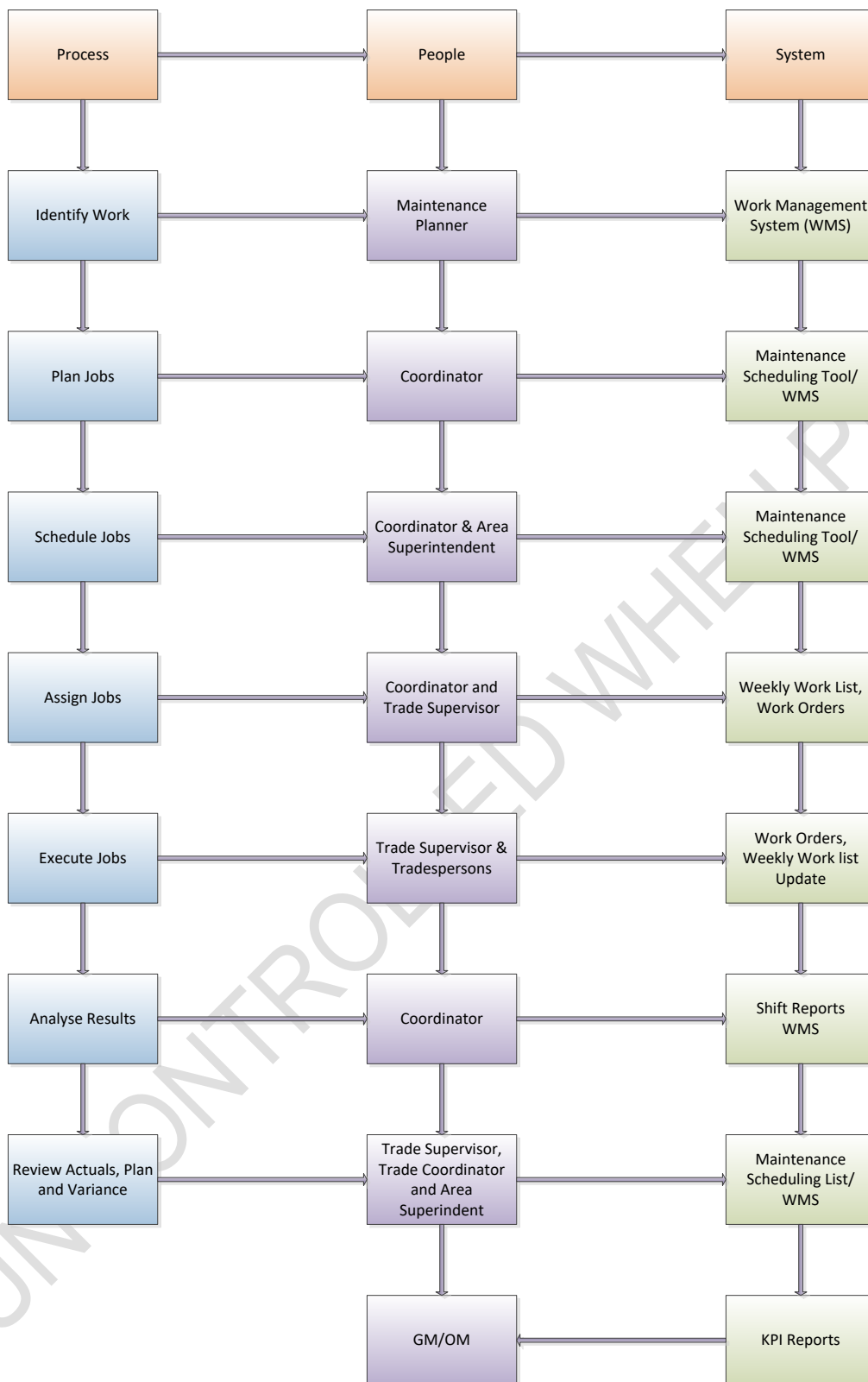
- Preparation of the “Five week look ahead” (Five week Production and Maintenance whiteboard) to identify maintenance events that will effect operations.
- Preparation of weekly maintenance schedule identifying all jobs to be completed in the scheduled period.
- The Process Superintendent will approve the weekly maintenance schedule as well as any changes that are made to the schedule.
- All jobs to be completed in a maintenance window, will be covered by a work order.
- Each work order will be planned to include job duration as well as labour, materials and tools requirements.
- Scheduling of work orders will involve Production, Mechanical and Electrical Coordinators working together to identify the optimum sequence to carry out jobs.
- Work orders are assigned to individuals.
- Trade supervisors and Shift Engineers will provide feedback to Coordinators on status of a job as well as duration, labour usage and other relevant comments.
- Trade Coordinators are required to review status of jobs and plant.
- Trade Coordinators or others as appointed will close work orders as soon as practical after completion.
- Trade Coordinators will identify additional work requirements and raise corrective maintenance work orders.
- Trade Coordinators or others as appointed will also raise breakdown work orders as soon as practical after advice has been received.
- Operations Manager will determine the maintenance priorities if there are divergent department views on maintenance requirements.
- Engineering and Maintenance Manager will provide technical advice and recommendations where departments have divergent views on maintenance windows.
- At some future point, the MPE system should also incorporate a 15 week look ahead to identify major maintenance requirements in alignment with the mining plan.

The following diagram shows the key processes, roles and tools involved in the proposed weekly Maintenance Planning and Execution cycle:

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8.7 Other Plans

Other plans are maintained to perform other functions and are an input into the process at varying points. These plans include;

- Safety & Training Implementation Plan.
- Statutory Compliance is managed based on the results of audits, inspections, industry alerts and incident reviews. From this actions are developed into enablon and the site action data base.
- Daily and Shift Production Plans. Are prepared on the daily plan template for communication to the relevant supervisors.
- Weekly Plan. This must be updated by each department prior to the Weekly Planning Meeting to ensure a smooth and timely meeting.
- Monthly Schedule (18 month rolling schedule). This must be updated by the Technical Services department prior to the Monthly Planning Meeting to ensure a smooth and timely meeting.
- Detailed task or activity schedules in Gantt Format (i.e. showing task or activity interdependencies) are prepared for any task or activities which may detrimentally impact on production (or other key processes) e.g. detailed schedules shall be developed for:
 - Tasks or activities (including Maintenance days) > 6 hours duration.
 - Tasks or activities with a business impact greater than 2 on the risk matrix.
 - Any activity with impact on the whole of mine.
 - Any nonstandard task or activity that requires site review.
 - Any complex activity, e.g. involving 2 or more processes, or where there are many parallel tasks and/or multiple people involved, or where there are multiple dependencies or interdependencies.
 - Tasks or activities which, if they overrun, may impact on production.
 - Any task or activity that MUST be completed once commenced (i.e. can't return equipment to service without completion).

Detailed Schedules will be subject to a Post Task/Activity review.

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9 Schedule

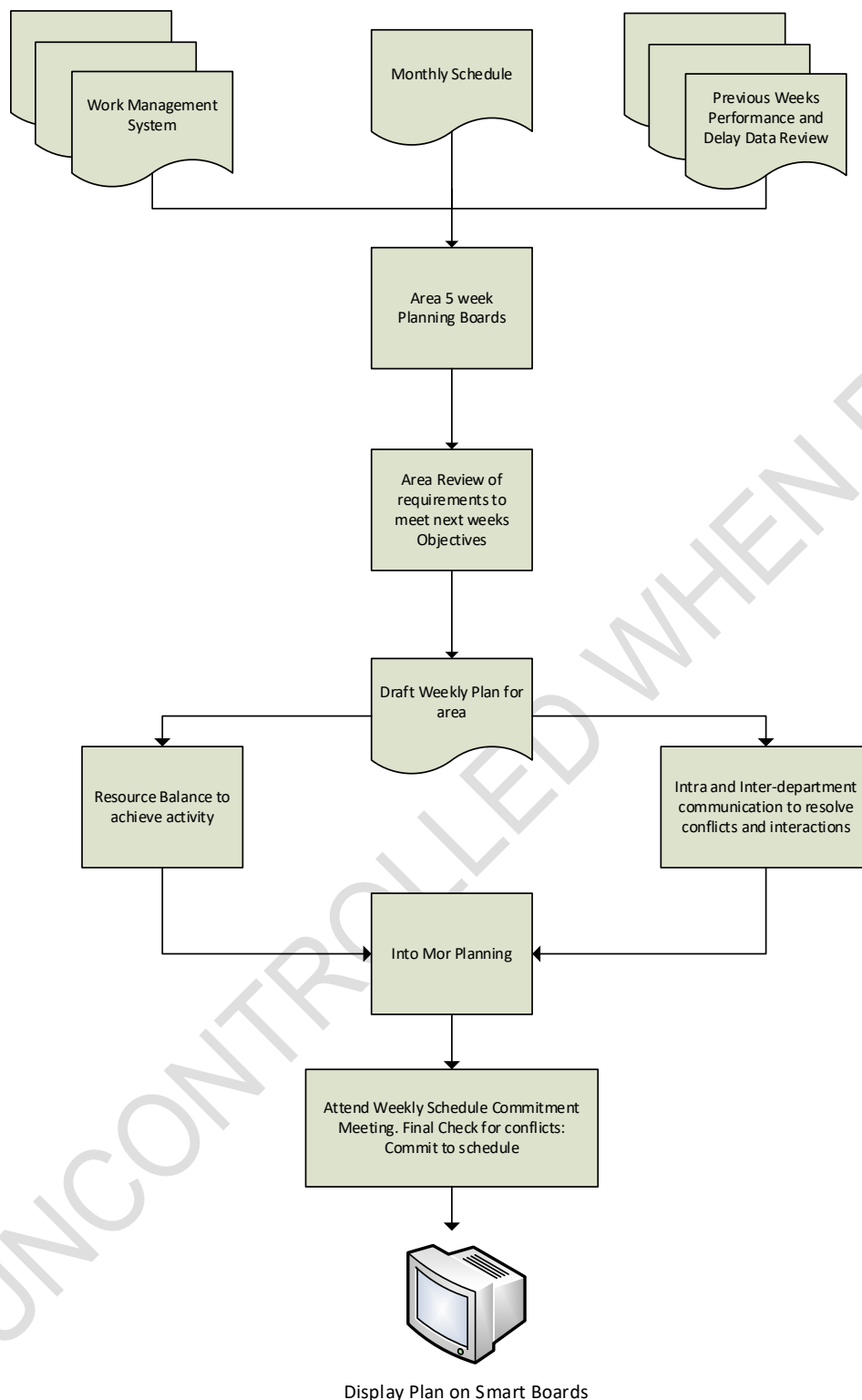
Item	Purpose	Responsibility
Schedule	Is when the mine commits the required resources with the output into Fewzion	General Manager/Operations Manager, Managers, Superintendents
90 Day Look Ahead	To review key engineering, procurement, maintenance and production activities for the upcoming 30 day to 90 day period. Major interfaces and high risk areas highlighted & appropriate actions planned.	Technical Services Manager, SLT and Superintendents
5 Week Planning Boards	Visibility – weeks 1 & 2 in detail, weeks 3 to 5 pre-planning of tasks.	Area Superintendents
Weekly Plan & Weekly Schedule	Weekly plans into Fewzion, Maintenance tasks into Mainstay. Reviewed at the weekly Schedule Commitment meeting.	Operations Manager and Engineering Manager
Weekly Schedule Commitment Meeting	Review monthly plans and next week in detail.	Operations Manager
Next 24 Hour Commitment to Plan Meeting	The 24 hour plan (72 hours on a Friday) detailing all activities and tasks planned on a per shift basis. Includes performance targets, work/task priorities, manning, equipment, production & maintenance activities to be completed.	Operations Manager, Coordinators, Superintendents
Fewzion	Fewzion to be regularly updated with all planning & scheduling detail. If an activity is not detailed in Fewzion, then it must not occur unless expressly agreed to by the MSO.	Coordinators, Superintendents

Scheduling occurs when the planned work tasks have resources committed and are allocated a time frame in order to execute. Scheduling is performed in a structured process consisting of meetings, documents and information. The output is made available to all personnel via Fewzion (refer 10.1).

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9.1 The MOS Scheduling Process model is shown below



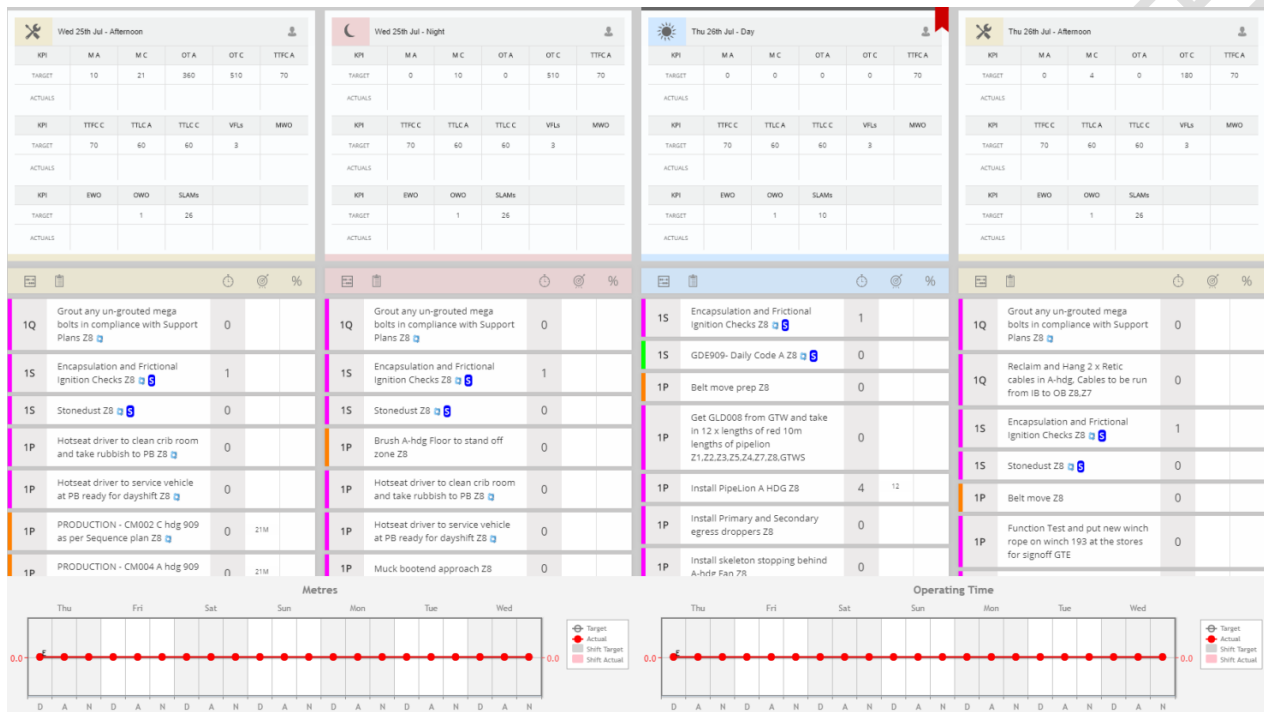
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9.2 Fewzion

Fewzion is a collaborative, information-driven system for effective short-term planning and scheduling, including reporting, the tracking of variance and KPI compliance. Grasree Mine utilises the Fewzion online “work management system” to plan all operational tasks, KPIs, equipment and people, providing outputs of the plan into the hands of supervisors, and tracking progress against plan through shiftily, daily and weekly review meetings. Fewzion touch screens (Smartboards) in the Muster Area allow input at the end of shift (KPIs and task completion percentages) and the review of target compliance



An example of a fewzion Smartboard

It is the responsibility of the area Coordinators or persons appointed by area Superintendents to update Fewzion with the Weekly Area Plan by shift as this information will be displayed on the Smartboards.

For production areas this includes the ERZ Controllers name, mining KPI's, expected vehicles and activities including work orders required to be completed within the shift.

For non-production areas, the boards are to be updated with ERZ or supervisors name, vehicles and activities which may impact on other areas activities.

The intent is for all staff to be able to review all Weekly Area Plans and be aware of the Weekly Schedule.

It is the ERZ Controllers responsibility to update actuals against the planned KPI's. In the case of other areas the supervisor is to update the actual results.

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9.3 Unscheduled work or change to planned task

Unscheduled work will not commence until a [short notice redistribution of labour form](#) has been completed and approved. The MSO is to review the unscheduled task or change to plan and challenge the circumstances of the change prior to approval. The zone ERZ Controllers are to stop any tasks that aren't in the Fewzion plan and demand the short notice redistribution of labour form be completed. All short notice redistribution of labour forms are to be provided to the relevant zone ERZ Controller to accept the task. A JSA must be conducted before the unscheduled task commences.

A review of the short notice redistribution of labour forms submitted will take place each day to determine our compliance to the scoping and planning of task throughout the operation and drive continuous improvement in this area.

To ensure we obtain consistency across the shifts and ERZ controllers, below are the minimum expectations required to be added to the Fewzion task to ensure the ERZ controllers have the adequate information on the zone plans (Example Below). Can you please review and supply any comments.

Zone Plan details required For Zone ERZ Controller

- Who is performing the task
- Location of work in zone
- Number of people in the zone
- Task description (Equipment description if applicable)

Task information required for Work party completing the task

- Equipment/Resources required
- Expected task duration
- Task target (Meter, Bolts, Percentage, etc.)
- PTW Attached if applicable (attached in fewzion)
- Task instructions if applicable

Tasks Exempt from Fewzion

- Staff inspections/VFL (Unless ERZ controller is required such as returns)
- Transportation through zones (Unless there is an interaction such as towing feeder, Miner flit, etc.)
- Personnel names due to the variance we experience with labour changes (**This does not change the expectation of notifying the ERZ controller when entering their district**). This may change once the system improves.
- Breakdown Work

Note: Breakdown work can be performed without a Short Notice distribution of labour form if a SLAM is conducted and the task **does NOT require,**

- A JSA
- A new permit to work (Contractors)
- A permit (Working at heights, Confined spaces, etc.)
- A specific ERZ Controller inspection (ie. returns)

9.4 Zone Plan

Zone Plan details required For Zone ERZ Controller

- Who is performing the task
- Location of work in zone
- Number of people in the zone
- Task description (Equipment description if applicable)

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Z2 - 910's Task List

Capcoal

13 August 2018 05:14 PM

Fri 10 Aug - Day	Z2 - 910's	Week 33 2018
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Pit Services Deputy: Kevin Palmer, Mark Bolte, Martin Cappie, Michael Farrag, Nathan Bulgarelli, Peter Creedon, Quintin Rawiri

(Process, Priority) Task Description [Workorder]		Resources	Hrs	Target	% Comp
Op	Total number of tasks: 1				
PIT	1P Pumpy Maintaining pump from GTW Portal to 52c/t GTE Mains Z1,Z3,Z4	1xM, 1xMT	12	100	
As per W/O * Checking on pumps & changing out pumps as needed * All the pump sites to be kept clean & tidy at all times * Any hoses need to be tidied up straight & tight to roof or ribs * There must be pump signs, air water separator and a shovel at each location		Location within the zone for the task		Shift Target (100 meters, 100%, etc.) Number of people and resources to complete the task	
OB	Total number of tasks: 2				
PIT	1A Insight - Remedial Support Works shotcreting ribs at TG701 5-6c/t	2xM, 1xL-10T	8	100 M	
PIT	5A CCS KANGAS - Clean spillage and process works along Outbye Trunk conveyors (DESIGNATED BY MSO/ERZC) Z1,Z3,Z4,GTE PTW	1xM, 1xAUX	8	100	
CLEANING OF CONVEYOR BELT ROADS WITH KANGA SKID STEER LOADER & HOSING OF BELTS PROCESS WORK INCLUDING TRANSPORT OF STONEDUST, ROLLERS AND CLEANING OUTBYE AREAS SPECIFIC LOCATIONS DESIGNATED BY MSO/ERZC		Expected duration for the task			
Outbye Maintenance					Deputy: James Hoare
Op	Total number of tasks: 1				
OUTBYE	1A GCV005 Weekly Online Structure and Rollers Inspection Z1,Z3	1xM	4	100	
GCV005 Weekly Online Structure and Rollers Inspection					
Mech	Total number of tasks: 1				
OUTBYE	1S Weekly Mechanical Conveyor Clearance Inspection GCV001,2.3.4.5 GTWS,Z1,Z3,Z4 S	1xF	0	100	
Weekly Conveyor Clearance Inspection W/O					

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9.5 Shift Task Development

Task information required for Work party completing the task

- Equipment/Resources required
- Expected task duration
- Task target (Meter, Bolts, Percentage, etc.)
- PTW Attached if applicable (attached in fewzion)
- Task instructions if applicable

9.6 Execptions

Tasks Exempt from Fewzion

- Staff inspections/VFL (Unless ERZ controller is required such as returns)
- Transportation through zones (Unless there is and interaction such as towing feeder, Miner flit, etc.)
- Personnel names due to the variance we experience with labour changes (**This does not change the expectation of notifying the ERZ controller when entering their district**). This may change once the system improves.
- Breakdown Work

Note: Breakdown work can be performed without a Short Notice distribution of labour form if a SLAM is conducted and the task **does NOT require**,

- A JSA
- A new permit to work (Contractors)
- A permit (Working at heights, Confined spaces, etc.)
- A specific ERZ Controller inspection (ie. returns)

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9.7 Process Plan

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LW908 Shift Plan

Capcoal

24 August 2018 04:06 PM

Fri 24 Aug - Afternoon	Crew: B	Deputy or Mining Senior Official: Shaun Stingle
Hours: 12h	Effective Hours: 12h	Week 35 2018

KPIs	Shr	OT	TFFA	TTLA	VFLs	SLAMs	Notes, issues and actions
Target	10	630	60	60	3	18	
Actual							
Variance							

Manning	D	M	F	E	Notes, issues and actions
Allocated	1 (12h)	5 (60h)	2 (24h)	1 (12h)	
Required	0	0	0	0	
People	<input type="checkbox"/> Shaun Stingle [D] <input type="checkbox"/> Danny Molloy [E] <input type="checkbox"/> Christian Burnett [F] <input type="checkbox"/> Machan Downing [M] <input type="checkbox"/> Mark Junghans [M] <input type="checkbox"/> Shane Ditton [M] <input type="checkbox"/> Steven Donohoe [M] <input type="checkbox"/> Clint Street [F] <input type="checkbox"/> Phillip Ranie [M]				
Absent	Joel Treasure [E] Benjamin Morris [E]				

Shift Notes
 Kipper at start of shift go with Finchy and do Gas Cals in single entry.

(Process, Priority) Task Description [Workorder] Locations	Resources	Target	% Comp
Total number of tasks: 1			

1A	Advanced First Aid & Pain Management MSO,GTWS ⌚ 12 hours from 08:00 PM			
Instructions: Advanced First Aid & Pain Management 23/08 - 24/08 6:30am - 6:30pm Aquila Training Room 1 Clint Street				

P	Total number of tasks: 1			
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1P	RYAN DYKE EXTRACTION Z12,MSO ⌚ 0 hours from 09:30 AM		0	
Instructions: 1625CH first intersection, 1315CH off the face in TG. Ensure fire hoses used to cool lead drum when cutting.				

Op	Total number of tasks: 6			
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1P	LW MG - Hose fines to screamers in belt road Z12 ⌚ 0 hours from 09:30 AM			
Instructions: Ensure bootend operator and/or MG operator are staying on top of the fines in the belt road.				

1P	LW PRODUCTION Z12 ⌚ 0 hours from 09:30 AM			
Instructions: Ensure LW operators are splitting for crib. Crib room rubbish - each crew to empty their own rubbish bins at the end of their shift and take out.				

1P	Process Tasks for DS F Crew Z12,Z9 ⌚ 0 hours from 09:30 AM			
Instructions: Keep on top of fines outbye of bootend. Hose fines into screamers. Build cogs.				



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9.8 Weekly Plan and Weekly Schedule

The Weekly Area Plans are entered into Fewzion and reviewed at the Weekly Schedule Commitment Meeting. The maintenance weekly plans are loaded into Ellipse and reviewed during area rough cut meetings.

There must be a separate sub-plan for each day of the week, and each shift of the day. This plan is to include;

- a) Scheduled activities.
 - b) Required resources (Labour & Equipment).
 - c) Physicals.
 - d) KPI's
- The formation of the Weekly Area Plans, and the resolution of resource issues or interaction between departments/processes, is to occur by area and prior to the Weekly Schedule Commitment Meeting.

After the Weekly Schedule Commitment Meeting is conducted, the Weekly Plans become the Weekly Schedule.

Also refer to Weekly Review by Area ref 12.2.

9.9 Next 24 hour Commitment to Plan Meeting

The coordinators shall develop and document a 24 hour Plan detailed on a per shift basis. The detail shall include:

- Performance targets
- Work / Task Priorities
- Manning allocation
- Equipment
- Production and Maintenance activities required to be completed

All planning activities and tasks must be entered in Fewzion within the required deadlines.

The Area Shift Plan is drawn from the Weekly Area Plan committed in the Weekly Planning Meeting and provides most of the information required by the ERZ Controller to execute his shift.

Unless agreed by the Undermanager, under no circumstances are Shift Plans to be altered in Fewzion

Deviations from the shift plan may only occur where it is apparent that the current document has become obsolete due to variances that may have occurred from the time the plan was originally set. It is a requirement that the Area production and trade coordinators make changes and re-work the plan to ensure a successful shift. If the Coordinators are not available, the ERZ Controller will adjust the plan to maximise achievement of detailed/agreed KPI's.

The re-worked Shift Plan is to be communicated to and validated by the Undermanager during the Start of Shift Briefing.

It is important to remember that the re-worked plan should follow the original as much as possible to ensure conflicts with other areas are minimised.

Where conflicts arise, the Undermanager must decide which production process takes priority based on the known mine priorities.

It is the responsibility of the Area Coordinator to ensure that copies of the Shift Plan are provided to the Undermanager and CRO for the next period.

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Meeting: Next 24 Hour Commitment to Plan
Meeting

Chair: Operations

Manager

Alternate: Engineering

Manager

Required: Everyone who has an involvement in the plan. Typically includes Process Superintendents and MSO, Production and Engineering Coordinators and a representative from each support area at a minimum

Intent: To review the next 24 hour plan (72 hours on a Friday). The intent of the meeting is to review the current plan against the actuals for the current day to identify any changes which need to be captured e.g. nightshift production, maintenance windows, and the following afternoon plan.

Timing: Monday to Thursday
 15.00 - 15:30
 Friday 1015 – 1045

9.10 Whole of Mine Weekly Planning Meeting

The Weekly Planning Meeting occurs in two sections;

- **Review Next Week in Detail**

Prior to the Weekly Planning Meeting each department/process/area will develop their plan including balanced resources, resolving inter-department/process/area issues, and input their departmental/process/area plan for the following week into the Weekly Planning template.

The plan for the following week is reviewed, any outstanding issues resolved, and agreed by the relevant stakeholders (locked-in) to become the Weekly plan. This is placed on display prominently to all personnel. The focus of this discussion is to be on possible interactions, key milestones and risks identified during the specific area's planning meeting.

- **5 Week Look Ahead**

Review the monthly plans and flag any major issues/events that will impact on the mine during that period.

This information is from the 5 week planning template. See 9.1.

A breakdown of the requirements is detailed in the MOS meetings section.

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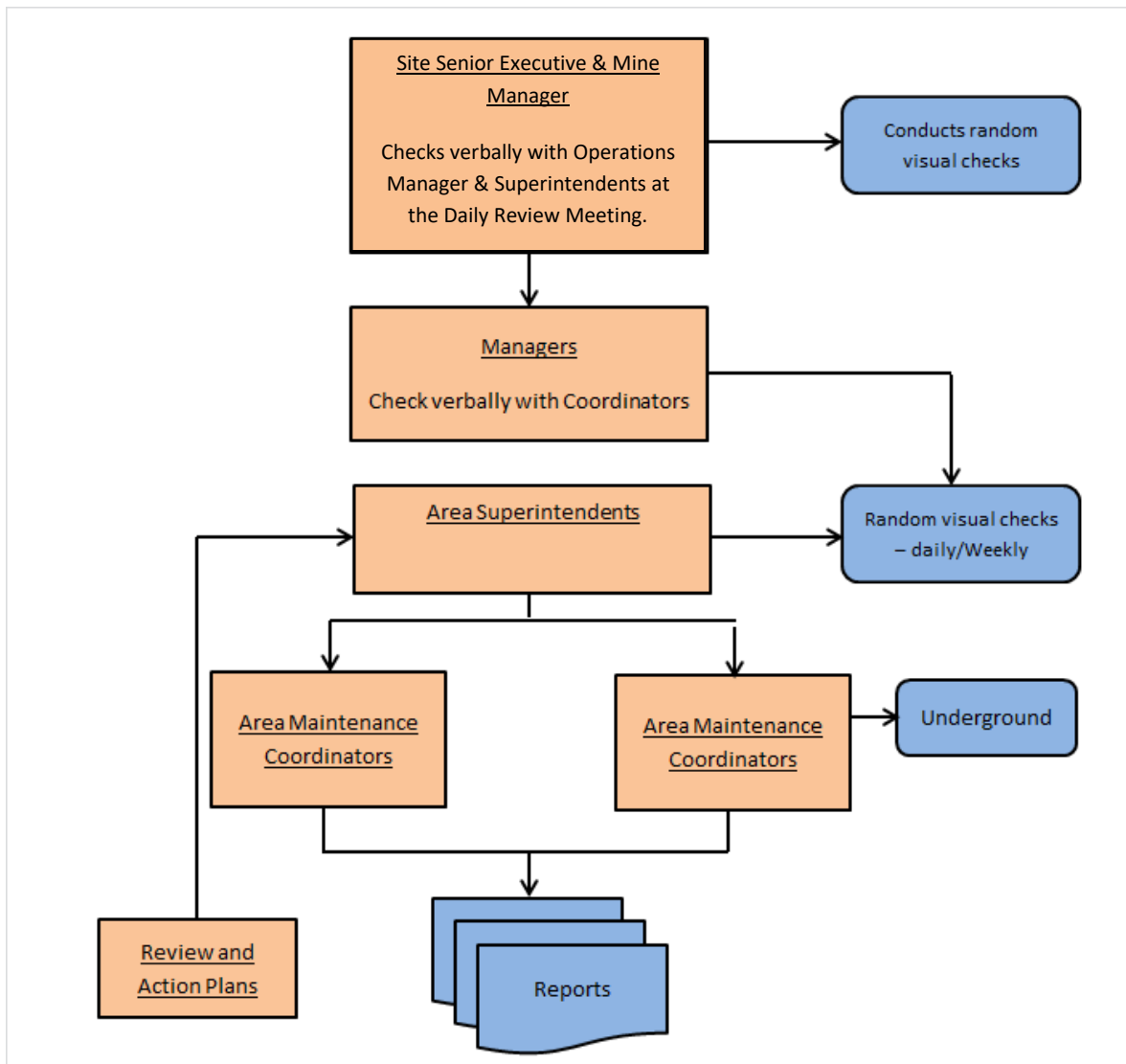
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10 Implement

Item	Purpose	Responsibility
Implement MOS Production Compliance Process	Covers the production process "doing the work planned". Also includes: Breakdown response, shift schedules, mine priorities, SOS/EOS process, and Work Order distribution	General Manager/Operations Manager, managers, Superintendents, Coordinators, Undermanagers, ERZ's and all coal mine workers
Coordinators Daily Process Flow Model	Expected daily activities for all process coordinators	Superintendents
Breakdown Response Protocol	The mine's breakdown response actions and communication protocols	Operations Manager
Shift Schedule	Shift plan for ERZ's and confirmed by the Undermanager at SOS	Undermanager
Mine Priorities	Set by the Operations Manager	Operations Manager, Managers, Superintendents, and Undermanagers
Start of Shift (SOS) and End of Shift (EOS)	ERZ's fully briefed at SOS and debriefed at EOS by the Undermanager	Undermanagers
Work Order Distribution	Distribution of Work Orders to Shift Engineers	Area Coordinators



10.1 MOS Production Compliance Process



10.2 Production Process MOS Compliance:

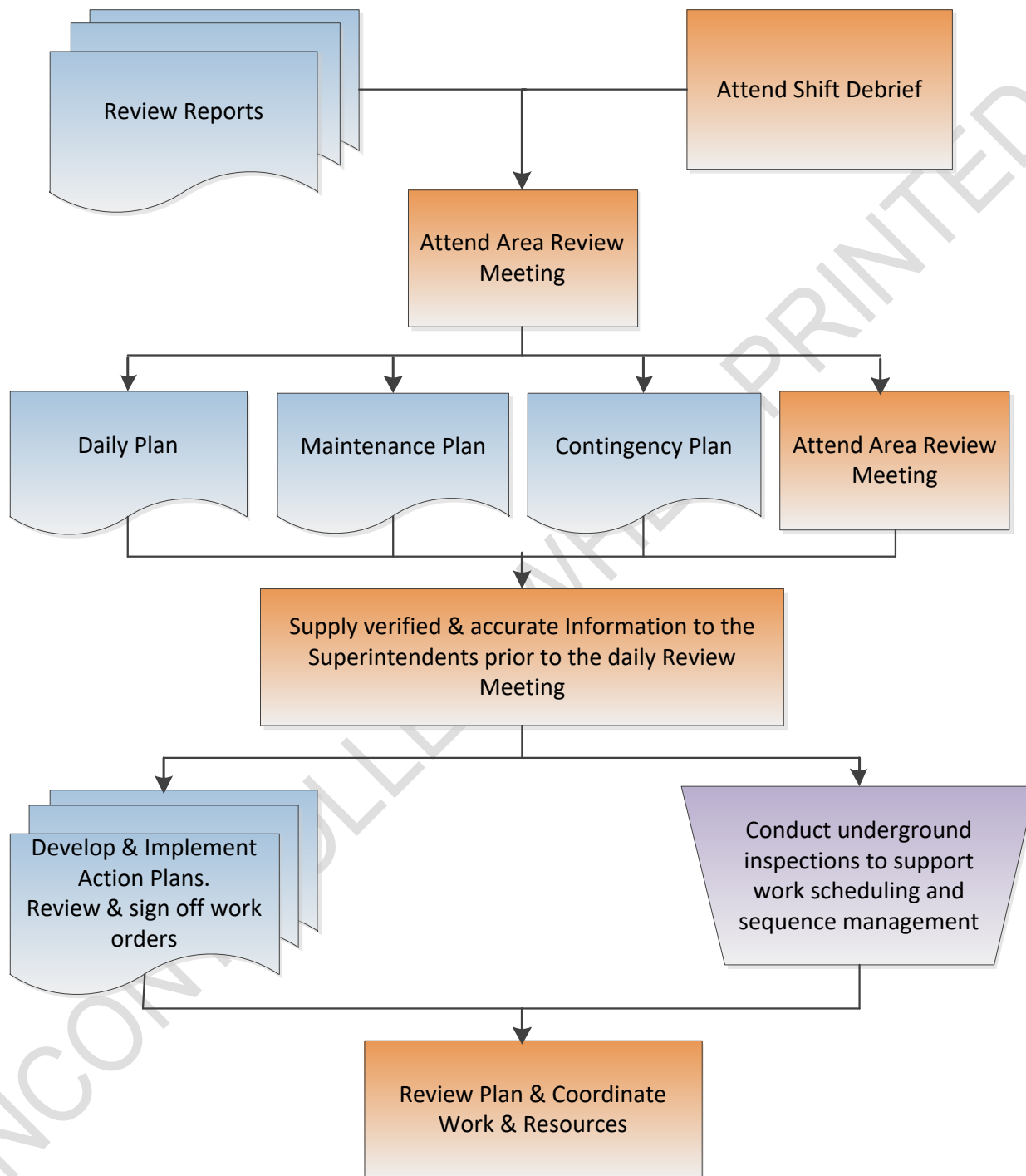
- The Operations Manager is accountable to the General Manager, for the compliance of the production processes to the MOS requirements.
- The Process Superintendents are accountable to the Operations Manager for the compliance of the production processes to the MOS requirements.
- Superintendents shall conduct verbal checks with their direct reports and carry out random visual checks on a daily, weekly and monthly basis to monitor the MOS controls to ensure they are in place and are effective.
- MSO's are responsible for the implementation of the MOS as it applies to the production processes.
- The Coordinators flow of Daily activities regarding MOS compliance is detailed in the Coordinators Daily Process Flow overleaf.

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10.3 Coordinators' Daily Process Flow Model



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10.4 Shift Plans

The shift plan is drawn from the weekly plan agreed to in the weekly planning meeting and provides most of the information required by the ERZ controller to plan his shift.

The shift plan will be written by the coordinator by the end of the day and will cover the N/S, D/S and A/S. This plan will be located in the work folders located outside the MSO's office.

Deviations from the shift plan may occur where it is apparent that the current document has become obsolete due to changes that may have occurred from the time the plan was originally set.

It is a requirement that the ERZ controller and the MSO and where available the area coordinator discuss the changes and re-work the plan for a successful shift.

It is important to remember that the re-worked plan should follow the original as much as possible to ensure conflicts with other areas are minimised.

In the case where conflicts arise the MSO must decide what takes priority based on the known mine priorities. See 10.5.

It is the responsibility of each Process Superintendent to ensure that coordinators have provided copies of the shift plan to the MSO and CRO for the next period.

See attached file Appendix III.

10.5 Mine Priorities

The weekly 90 day planning meeting will set the Mine Priorities, all area Managers and Superintendents will be involved in the process. This document will be followed by the MSOs to manage the shift priorities.

10.6 Start of Shift / End of Shift Process

10.6.1 The start and end of shift processes are an integral part of planning and reviewing each shift.

The intent of the Start of shift (SOS) and End of Shift (EOS) is to establish a fully informed and continuous mining process from shift to shift.

Additionally, the production ERZ controllers will be fully briefed on the status of his area with respect to safety, production and environment issues, and resources available and aware of his KPI's such as TTFC, TTLC, Metres of advance and other work required which will provide a workable plan for the next shift.

All ERZ controllers will report to the MSO meeting room at 20min prior to SOS. The work pack should be collected prior to this meeting and read through in order to understand the planned tasks for his shift. The work pack will include:

- 24 hr plan (the planned work for D/S, A/S and N/S).
- Statutory work orders.
- Trade work orders.
- Operational work orders.
- Internal Memo's.
- The work pack will also be used as a tool to deliver other information as it is required such as permit to mine documentation, sequence plans or any other relevant SWP's, BIN's that are required for the shift.

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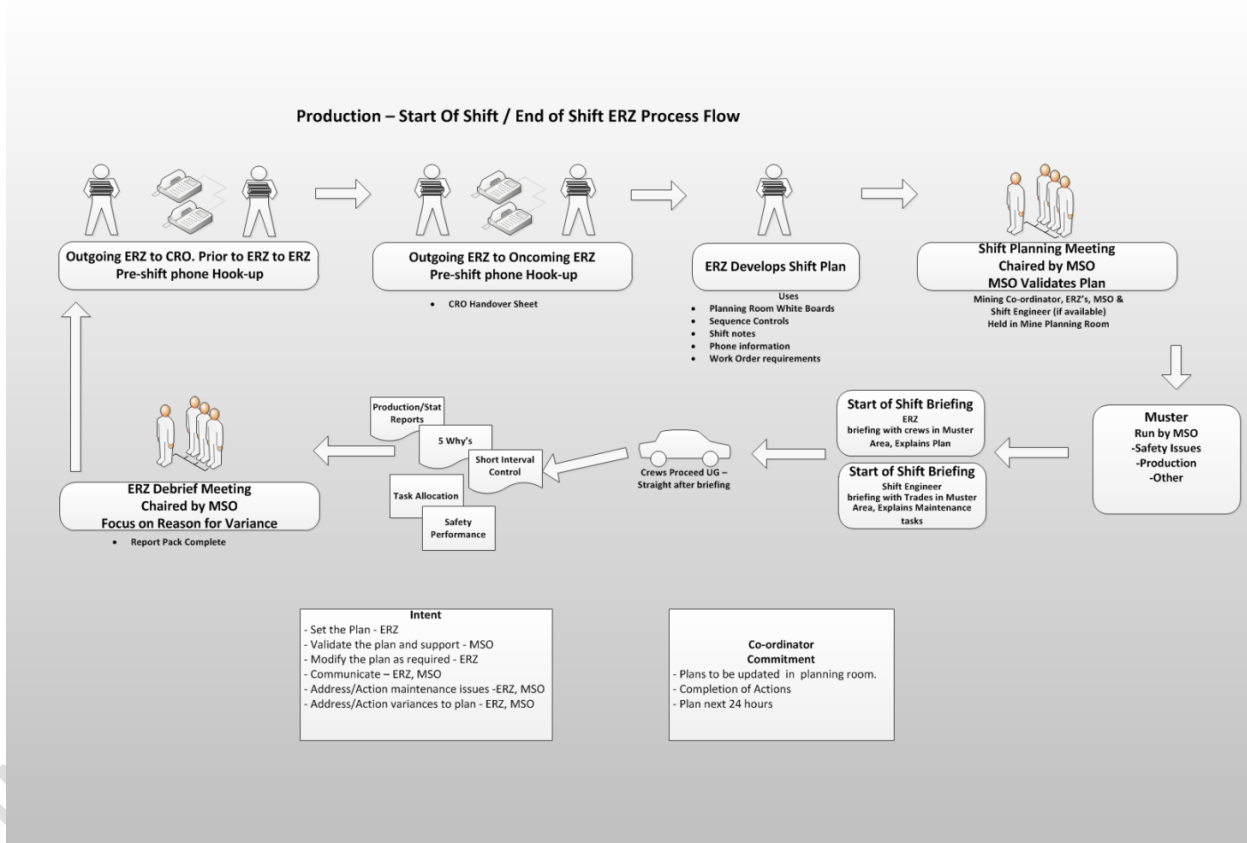
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At the end of shift, the work packs will be returned to the same location as it was picked up from with relevant information included. The documents which should be in the work pack at the end of the shift:

- Production report.
- Statutory report (put on stat report book area).
- Telltale monitoring report.
- Completed BIN's.
- Completed SWP documents.
- Completed work orders.
- Incomplete work orders – discuss with shifty.
- Minimum of 1 SLAM from each member of the crew (as per TARP)
- 1 VFL from each supervisor (as per TARP).
- Annual leave requests.

It is the responsibility of the MSO to ensure the transfer of information at the SOS and EOS is effective and that reporting is monitored for quality, detail and completeness. The MSO is to settle any conflicts as they arise.

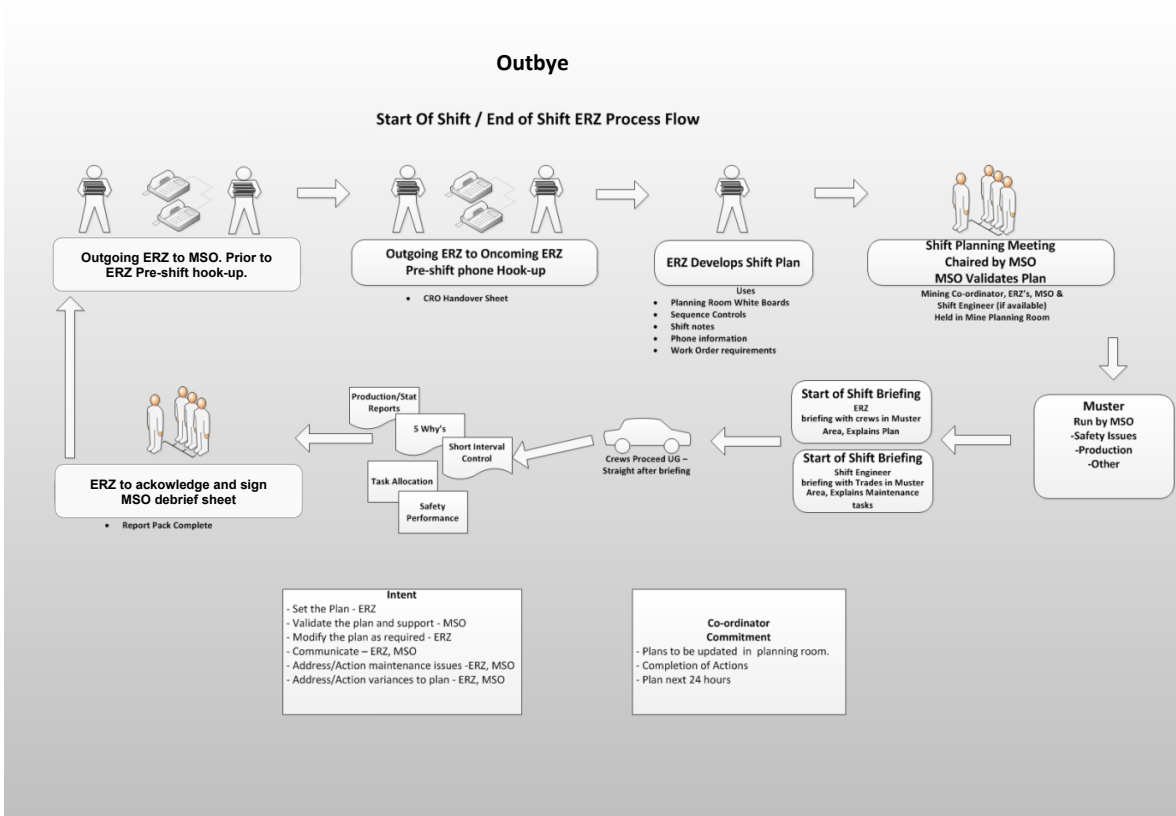
At the end of each shift, the MSO is to distribute his compliance report to a designated list of staff which will include the key information from his shift. Any outstanding issues or concerns from the SOS or EOS process to be detailed in this report.



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10.7 Work Orders Distribution

It is the responsibility of the area coordinators to ensure that the distribution of work orders to the Maintenance Trade Supervisor has occurred.

The Area Coordinators and Shift Engineers are to ensure that the relevant work orders are available in the work packs for the ERZC. It is the responsibility of the ERZ Controllers to distribute the work orders to the production tradesmen in accordance with the Maintenance Planning and Execution model. It is the responsibility of the ERZ controller and the Shift Engineer to conduct short interval control during the shift to ensure that work is completed in a timely manner, to ensure that the work is done satisfactorily and enquire if the tradesmen require further assistance.

At the end of each shift, the Shift Engineers is to debrief off going trades. Work orders which are incomplete are to be assessed and redistributed through the work pack system where appropriate.

It is not expected that the ERZ controllers will offer technical assistance unless their experience enables them to offer it.

10.8 Process Disruption Procedure

It is the responsibility of all site personnel to ensure that the disruption protocol is followed. The protocol allows for a systematic approach to the communication required during a breakdown.

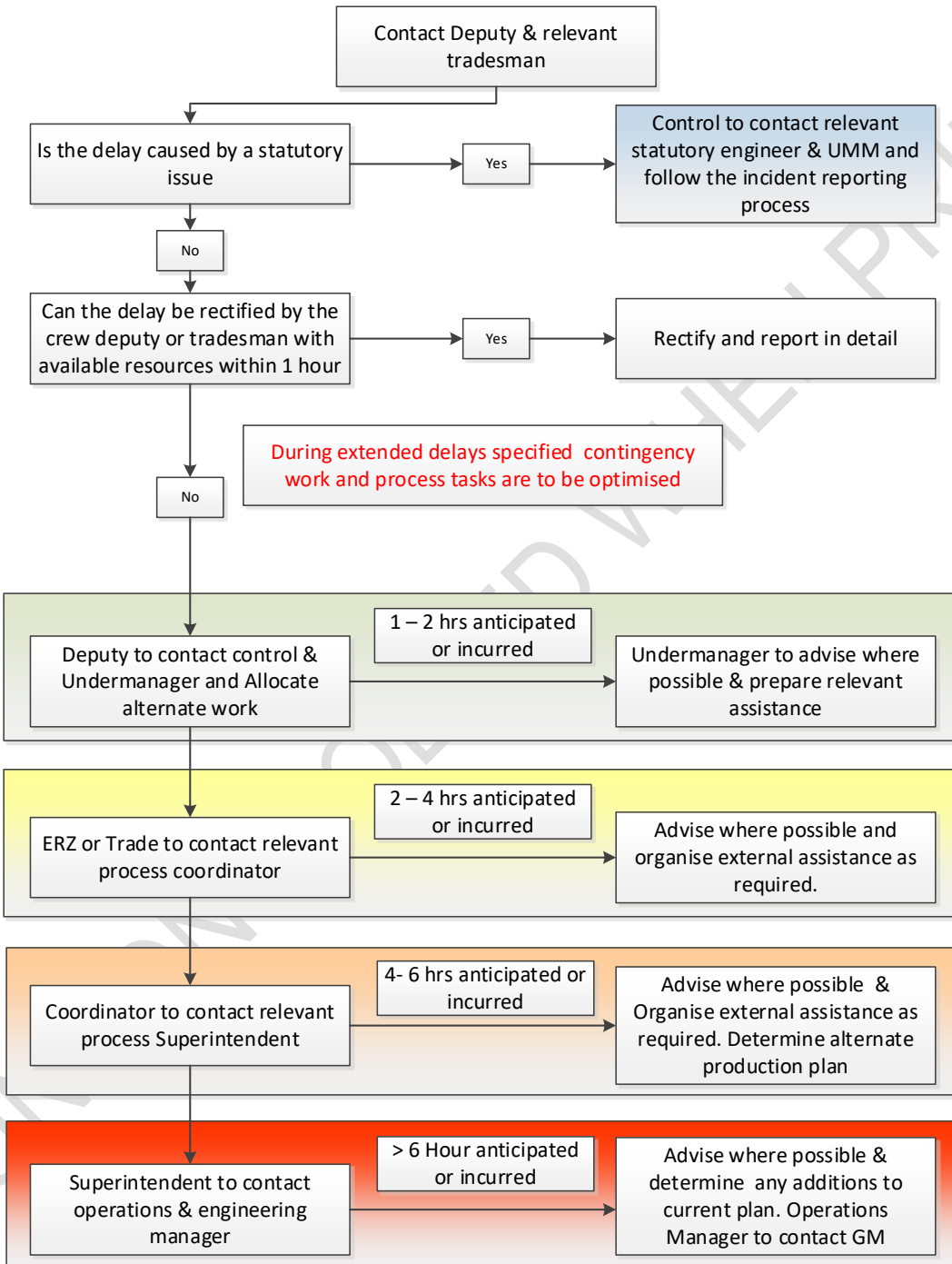
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Process Disruption Escalation Procedure

Immediate Response





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NOTE: All communications must be clear & concise. Information must include (as a minimum):

1. The location & nature of the delay
2. Steps being taken to rectify the delay – the details of the remedial plan
3. An estimate of the time involved in rectifying the problem.
4. Details of who has been notified.
5. If any further assistance is required

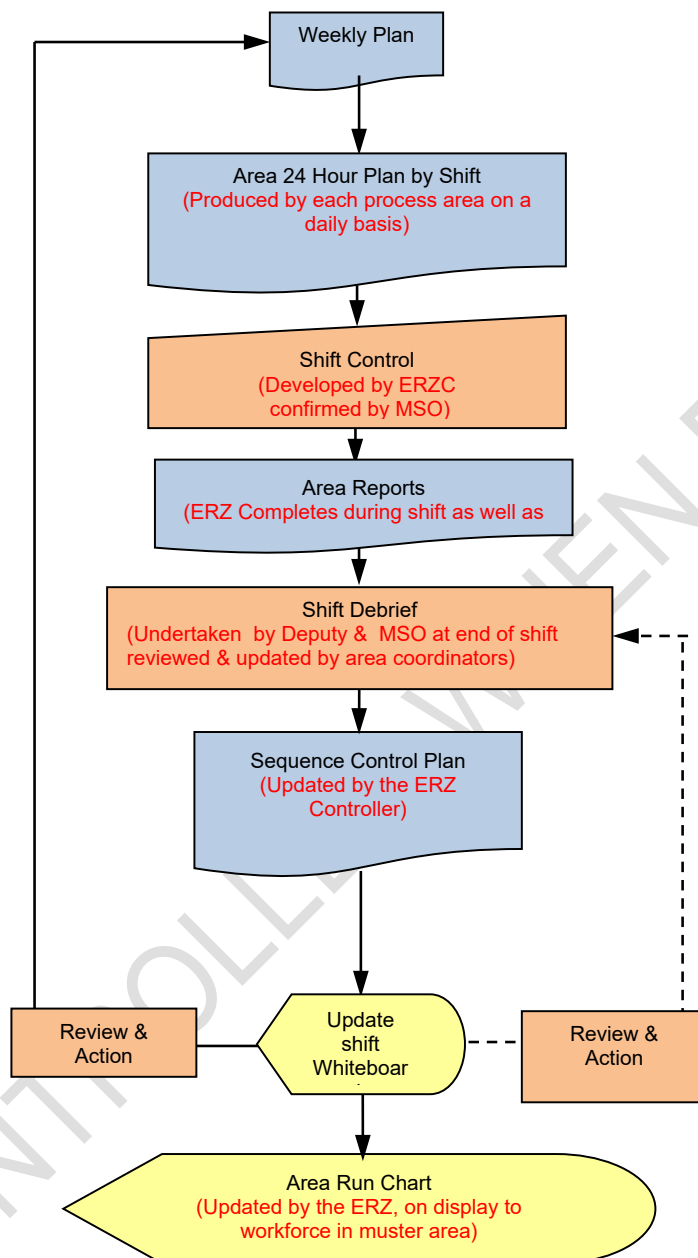
10.9 Measure & Control

Item	Purpose	Responsibility
Measure & Control	Covers & describes how we measure against the weekly plan, and levels of support required to achieve planned performance	General Manager/Operations Manager, Managers, Superintendents, Coordinators, Undermanagers, ERZ's and all coal mine workers
Shift Controls (Short Interval Control)	Breaks down the shifts into set intervals to measure actual performance against the plan.	ERZ's, Control Room Operators, Undermanagers, and Shift Engineers
Off Target Intervention	Using SIC, the ERZ determines how to get the shift "back on track"	ERZ's
Shift Reports	Includes Statutory, Production, and Trades compliance completed in full	Undermanagers
Sequence Controls	Measures progress in each panel at EOS	ERZ's, Undermanagers, Coordinators
Shiftly Debriefs	All measure & control aspects discussed at EOS	ERZ's Undermanagers, Area Coordinators, or Superintendent from production areas, Outbye and Engineering departments
Daily Controls (review of reports)	Each process area to review all reports for completeness, review issues & variances, and raise Actions as required	Area Coordinators or Superintendents
Input of daily data	Production data input into SORD	SORD Officer
Problem Elimination	1. Define 2. Fix 3. Define the root cause 4. Corrective actions 5. Review & follow-up	All production personnel, Process Area personnel, and Engineering personnel



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This section of the MOS describes how we measure against the weekly plan, and provide the appropriate levels of support to achieve planned performance.





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10.10 Shift Controls

The four main shift control processes outlined in this section are to be followed so that production disruption information is sharing amongst all available resources. With a greater level of awareness of the issues, the goal should be a to have an overall increase in production time and rate.

The four shift control processes are:

- Short interval control (SIC).
- Shift reports.
- Sequence controls.
- Shiftly debrief.

10.10.1 Short Interval Control (SIC)

10.10.1.1 Set Intervals

- a. SIC breaks the respective production shifts (Longwall & Development) into set intervals, measuring actual performance against targets. This assists with the early identification of non-compliance, giving ERZ Controllers and the Crews time to react and implement corrective actions if possible.

The intervals for the ERZ controllers are a maximum of 3 hours between calls as set by the Operations Manager.

At these intervals, ERZ Controllers will contact the Control Room Operator to advise actual progress compared to the Shift Plan. The Control room Operator will record the status in the log and communicate this to the MSO's who will take appropriate action based on information provided.

The completion of the SIC and the subsequent results are discussed in the Crew Supervisor Debrief and the Daily Area Review Meeting.

- b. MSO and Shift Engineers
 When underground the MSO and Shift Engineer are to contact the Control Room Operator every hour to advise their whereabouts and be updated on the status of the mine including any unplanned delays that may need to be prioritised.

See Appendix V for example of CRO reports.

10.10.1.2 Off Target Intervention

ERZ controllers already use SIC when conducting panel statutory checks. SIC is also a tool used in managing the people in the process. Based on the standards and reasonable estimates (see 4.5 MOS Behaviours) the practice of SIC enables the manager or ERZ controller to set targets for work carried out, by following up they can ensure that work has been completed in a timely manner thus ensuring planned work for the day has been completed and; Where off target against the plan they are then able to take corrective action to get back on track.

10.10.2 Shift Reports

Shift Reports are completed for Statutory, Production and Trades Compliance. The reports are compiled on shift and reviewed by the oncoming relevant individuals at the commencement of the next shift.

These reports are to remain readily accessible in the Operations Area.

The Statutory and Production Control Reports are compiled on shift by the ERZ Controller with assistance from the Control Room Operator and MSO. Engineering reports are compiled on shift by the Shift Engineers. Trade Reports are compiled on shift by the Fitters and Electricians.

These reports are then used as the primary source for review by management at the Area Daily Review meeting.

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It is the responsibility of the MSO who debriefs the ERZC finishing the shift to ensure that the quality of these reports are up to expectations and that the information therein is completed in full allowing each area to fully understand the information's significance. Area coordinator's and superintendents are to be enforcing the reporting expectations during the Monday-Friday shifts.

Information from the reports is to be input into SORD by the appointed person in a timely manner each day. Delay data is to be validated by the process superintendents prior to entry into SORD.

10.10.3 Sequence Controls

The Sequence Controls are process maps for each operating area. They detail the required tasks to be performed (in parallel) to complete a sequence within each area. (E.g. LW services retraction to services retraction, Development belt extension to belt extension, Outbye area compliance task completion). The Sequence Controls are located on the performance boards in the muster area. They are required to be updated at the end of each shift by the respective ERZ controllers. They track tasks completed against sequence.

This enables the next shift ERZ Controller, where possible, and each responsible area coordinator to be aware of the current status of the sequence and what tasks are required to be completed within each area in relation to the next panel advance.

Additionally, all members of staff are required to make themselves aware of the status of the panel by perusing the sequence controls to ensure that their role in planning any other work can be sequenced to coincide with panel advances if required.

10.10.4 Control Room Operator Controls

Numerous SIC controls exist in the control room to ensure actions are initiated as changes and activities occur in the underground.

10.10.5 Shiftly Debriefs

At the end of every shift the ERZ Controller is to be debriefed by the MSO. Coordinators and Superintendents are to be present at the debrief when the shift times allow. For simplicity a flow chart of the planning and debrief process is indicated below.

The debrief topics which are expected to be covered are outlined in the following sections "production debrief", "outbye debrief", and "engineering debrief".

See also 10.6 SOS/EOS

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As part of the measure and control process the following will be discussed at end of shift debriefs:

10.10.5.1 Production Debrief

Production ERZ Controller with MSO (Area Coordinator / Superintendent):

- Safety.
- Statutory related information.
- TTFC.
- TTLC.
- Production time actual against plan.
- Min/shear & metres per hour actual against plan.
- SIC Compliance.
- Production (shears/metres) actual against plan.
- Maintenance activities and time actual against plan.
- Completion of planned sequenced tasks, other tasks and activities.
- Validation of delay data.
- Actions taken on shift to rectify non-compliance.

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10.10.5.2 Outbye Debrief

Outbye ERZ Controller with Outbye Coordinator/MSO or Superintendent:

- Safety.
- Statutory related information.
- Outbye tasks achieved against plan.
- Validation of delay data (CCS)
- Actions taken to rectify non-compliance.
- Outstanding tasks

10.10.5.3 Engineering Debrief

The oncoming Shift Engineers with EEM/MEM or representative is to debrief the off-going Shift Engineers: (all relevant information will be passed onto the relevant Superintendent via the Discipline Coordinators.)

- Safety.
- Statutory related information.
- Actual work achieved against plan.
- Belt operating time actual against plan.
- Actions taken to rectify non-compliance.
- Diesel availability against plan.
- Critical Issues identified.

10.11 Daily Controls

10.11.1 Area review of reports

Each area is to review the reports relevant to their process daily. All reports shall be reviewed at the commencement of the day, issues/variances requiring actions required must be circled, in red and initial the accuracy of the delay codes confirmed prior to the Area Daily Review Meeting.

The purpose of circling in red pen is to evidence that action has been taken to rectify any issues. Any failure to raise an action and/or evidence that the reports have been read could result in disciplinary action should an incident occur as a result of inaction.

All production actions shall be entered into the Production Action Request Book, and all Safety Actions into Enablon. Equipment actions shall be entered into the WMS.

It is the responsibility of the Process/Area Managers, Superintendents and Co-ordinators to ensure actions are logged.

The completed reports are then forwarded to the relevant data entry personnel for entry into SORD. Any review of delay codes or modification to reports by any individual shall culminate with a counter signature and to indicate action has been taken.

Statutory reports are to be countersigned by a department member and actions brought to the area daily review meeting. All actions resulting from the stat reports to be entered into the either the Enablon or production action request book.

Note: - Statutory reports can only be modified by the originator or Underground Mine Manager. The reviewed production reports shall be forwarded to the relevant data entry personnel prior to 10am Monday and 9:00am Tuesday to Friday.

The data compiled from the area review of reports is to be entered each day after the daily review meeting.

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10.11.2 Area 24hr Plan

Each process Area will provide a 24hr plan incorporating tasks to be completed on each shift based on current panel status and the weekly plan.

It will detail production tasks and trades activities scheduled to be completed within the specified 24hr period. The 24hr Area plan, by shift, will be provided to the ERZ, MSO and Operational CRO 2 hours prior to the commencement of the afternoon shift.

10.11.3 Area Run Chart

Run Charts are displayed in the muster area (Fewzion Smart Boards) and contain the planned weekly KPI targets set by the Process/Area Superintendent. At the conclusion of each shift the ERZ controller shall update the actual progress in Fewzion against schedule provided which will automatically update the Run Chart.

At the commencement of each shift the week to date progress is discussed with the crews.

10.12 Defect Elimination

KPI and Delay reports are designed to give the management team the required information to meet set objectives and provide a mechanism for continuous improvement. The delays and constraints are actioned using the 5 steps of problem elimination;

1. Define the problem.
2. Fix (i.e. get the process going).
3. Define the root cause.
4. Implement the corrective actions.
5. Review and follow up.

10.12.1 Define the problem

It is the responsibility of the ERZ controller, mine technicians, area tradesmen and shift engineers to as quickly as possible define the cause of the delay, thus enabling those at the source to understand what is required to get back on production.

For anticipated or actual extended delays the disruption escalation procedure is to be followed. See section 10.7 of the MOS document for process disruption protocol.

10.12.2 Fix

Where possible an immediate fix should be made to get back on production. All safety requirements must be followed to ensure that Zero Harm mentality is maintained.

10.12.3 Define the Root Cause

There are two methods of Root Cause Analysis used at Grasstree Mine, these are;

- Level 1 Root Cause 5 Why analysis
 All tradesmen and ERZ controllers have been trained in 5 Why analysis. It is the responsibility of the ERZ controller to ensure a 5 Y's analysis is undertaken where the delay is greater than 2 hours. If required, assistance is to be sought from the MSO and Shift Engineer when completing a 5 why analysis.
 It is the responsibility of the Area Manager or Superintendent to review and pass on to the reliability engineer as appropriate.
- Level 2 Root cause – the RCA methodologies used at Grasstree mine are Apollo and in some cases Ishikawa. These are completed at the surface by appropriate personnel. It is the responsibility of the area superintendent to lead the analysis with representatives from the area concerned and engineering staff. These should be completed for any delay in excess of 4 hours.

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The process is documented and the outcomes are Action plans. The actions are put into the appropriate action database.

10.12.4 Implement the Corrective Actions

Develop a plan to implement the corrective actions. This information is incorporated into the Weekly Plan and noted on the 5 week planning boards in the relevant area.

The corrective actions are to be implemented via the weekly planning process in each process area. They should be noted on the 5 week planning boards and the mine weekly plan.

10.12.5 Review and Follow Up

The corrective action is to be followed up to ensure the action has corrected the source of the non-compliance.

It is the responsibility of the Area Manager or Superintendent to ensure the follow-up action has been raised and a review process undertaken.

11 Review and Report

11.1 Issues and Actions Database

The issues and action database follows a simple principle.

Every variance to plan will have an action assigned to permanently remove the variance from occurring again, or, if unable to permanently remove the variance then limit the effect the next time the variance occurs.

Every meeting that is held on site should have the issues and actions log book on hand and a person appointed to write up new actions.

Under normal circumstances new issues are raised at the area daily review meeting (see 12.2 below) and brought to the site daily review meeting and handed to the chairperson to review against the variances reported by each area.

Each Action will be entered into the Action database with the following items;

- Raised by (name)
- It current status (open or extended)
- Days (since raised)
- Responsible person (the person who will complete the action)
- Action description (what action is required)
- Status Comment (specific instructions / location)
- Department action owner
- Meeting name (where the action originated from)
- Action conveyed (confirming the "raised by" person has confirmed the "responsible person" is aware the action has been assigned)

It is the responsibility of all site personnel to ensure that actions that are assigned to them are completed by the due date.

Any action raised, when the responsible person for completion of the action is not present is to be conveyed to that person by email by the person raising the action. (Where possible a verbal communication should be made as well)

Actions passed due will be reviewed at the Area and Site daily review meetings to ensure that the area representative is able to answer to the chairman the current status of the action including a new due date for when the outstanding action will be completed.

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11.2 Area Daily Review Meeting

Each department of the mine is to hold a daily review meeting.

It is the responsibility of the area manager or superintendent to ensure this meeting is held.

All members of each area who are on the surface are to attend their relevant review meetings. Team members who are unable to attend the meeting are to prepare and hand on the relevant information from their discipline. All team members are to ensure all reports are read and actioned during that same day.

The meeting follows a set agenda and importantly reviews the area performance against the plan and raises actions against variances to remove those variances permanently or reduce the impact should it occur again.

Corrective Actions are entered into the actions register and will be tabled and discussed at the Daily Review meeting.

The information from the meeting is conveyed at the daily review meeting.(See below)

A breakdown of the requirements is detailed in the MOS meetings section.

11.3 Daily Review Meeting

The Daily review meeting is the most important meeting held on site.

Chaired by the General Manager or his nominee, it is the opportunity for all site staff to understand and question each area on what has occurred in the last 24 hours (72 on Mondays).

Each department must have a nominated representative as a minimum and all staff on surface should attend the meeting.

Each area is to review the performance against the area plan, actions due and to communicate the next periods plan.

It also covers the performance of each area in relation to safety, mine standards, diesel and other machine availability as well as a look ahead at the next mining periods.

The most important aspect is the review of variance and what actions have been raised by each area in relation to variance.

A breakdown of the requirements is detailed in the MOS meetings section.

11.4 Area Weekly Delay Meeting

Each respective production area is to review their delays on a weekly basis. This involves the analysis of cause.

The analysis of cause is to take one of two paths, it is the responsibility of the Area managers or superintendents to initiate an Apollo Root Cause Analysis where any delay has been significant (greater than 4 Hours) or a 5 Why RCA for delays over 30 minutes.

Corrective actions to prevent recurrence are to be established. The detail from the delay analysis shall be entered into the action register.

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In the case where repeated delays have already had actions put in place a review of the action is to be initiated and alternative actions considered.

A breakdown of the requirements is detailed in the MOS meetings section.

See Appendix XI for 5 why example

For examples of Apollo refer to the Reliability Engineer on site

11.5 Report Principles

KPI benchmarking against MOP is the reporting process used at AAMC Grasree mine. Other analytical tools drive operational actions and behaviours.

Two key areas drive the reporting function:

11.5.1 Dashboard Displays

The principle KPI's are depicted by dashboard and other graphical displays.

11.5.2 Grasree Mine Weekly Production Report

These reports list the actual delays and the KPI's against the plan in tabular form (e.g. SORD).

The above two reports are used as the main information points and drive the business behaviour. The reports can be set over any required interval (Daily, weekly, monthly, block etc.).

11.5.3 Maintenance Windows & KPI Reporting Board

11.5.3.1 Maintenance Windows

The maintenance Windows section is to notify all personnel at the mine of planned maintenance windows dates, duration and start and finish times.

It is the responsibility of the Outbye department to update the fewzion plan (MSO notes) with the agreed maintenance windows after the weekly Operation manager's meeting .

11.5.3.2 KPI Reporting Monthly

At the commencement of each month the targets set for each area is to be entered onto the board as follows;

- Longwall Tonnes.
- Development Metres by panel.
- Gas Drilling Metres.
- 2nd Support bolting targets

It is the responsibility of each area Mining Coordinator to update the board with the monthly internal plan.

It is the responsibility of the Minesuit officer to update the actual cumulative results with the weighted percentage of the plan results to date.

11.5.3.3 KPI Reporting Weekly

At the commencement of each week the targets set for each are to be entered onto the board as follows;

- Longwall Operating Hours and number of Shears.
- Development Operating Hours and Metres.
- Gas Drilling Operating Hours and Metres.
- Outbye Conveyor availability.

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- Bolts per week.

It is the responsibility of each area Mining Coordinator to update the board with the monthly internal plan.

It is the responsibility of the Minesuit officer to update the actual cumulative results with the weighted percentage of the plan results to date.

12 MOS Meeting Schedules & Actions

12.1 Meeting Rules

MOS meetings fit into the overall behavioural model and bind the MOS into a cohesive planning and communicative process. Once all on site understand the output of the meetings a team environment will develop with a continuous improvement mind set.

There is an agreed expectation that the required personnel will demonstrate commitment to the MOS by abiding by the following meeting rules.

12.2 Attendees

- Be on time.
- Come prepared.
- Ensure departmental representation. If you cannot attend, send a suitable, informed, delegate instead.
- Contributors to sit at the main table.
- Phones on silent. Do not put your phone on the table, answer or play with it.
- One person to speak at any one time.
- Maintain 100% focus.
- Listen.
- Do not carry on a conversation while someone else is talking. Only one person at time talking and 'through the chair'.
- Meetings will start and finish on time.
- Confidential information will 'stay in the room'.
- If you agree to do something, do it.

12.3 Organisers

- Set Objectives for the Meeting.
- Email invitees, follow-up for a response, book the required meeting room.
- Prepare an agenda and email to invitees.
- Stick to a schedule.
- Meeting notes must be recorded.
- The decisions made by the group must be documented.
- Assign Action Items and document.
- Encourage full participation from all attendees.

12.4 Weekly Meeting Schedule

MOS meetings are not to be moved or re-scheduled without completing required change management processes.

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MOS WEEKLY MEETINGS & ACTIVITIES						
TIME	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	
06:00 - 06:30	Pre-shift meeting	Pre-shift meeting	Pre-shift meeting	Pre-shift meeting	Pre-shift meeting	
06:30 - 06:45	Shift Start Meeting	Shift Start Meeting	Shift Start Meeting	Shift Start Meeting	Shift Start Meeting	
06:45 - 07:00						
07:00 - 07:30						
07:30 - 08:00						
08:00 - 08:30	Engineering, Commercial, T/S Daily Mtg	Engineering, Commercial, T/S Daily Mtg	Engineering, Commercial, T/S Daily Mtg	Engineering, Commercial, T/S Daily Mtg	Engineering, Commercial, T/S Daily Mtg	
08:30 - 09:00	Dev/LW/Outbye HR Daily Mtg	Dev/LW/Outbye HR Daily Mtg	Dev/LW/Outbye HR Daily Mtg	Dev/LW/Outbye HR Daily Mtg	Dev/LW/Outbye HR Daily Mtg	
09:00 - 09:30	Pre-shift meeting	Pre-shift meeting	Pre-shift meeting		Pre-shift meeting	
09:30 - 09:45	Shift Start Meeting	Shift Start Meeting	Shift Start Meeting		Shift Start Meeting	
10:00 - 10:30	Mine Daily Review Mtg	Mine Daily Review Mtg	Mine Daily Review Mtg	Mine Daily Review Mtg	Mine Daily Review Mtg	
10:00 - 10:30						
10:30 - 11:00					24hr Commitment to Plan Mtg	
11:00 - 11:30			Monthly Strata Management Team Meeting	Pre-shift meeting		
11:30 - 12:00		Department Week & 5 Week Planning Meetings	Weekly SLT Meeting	Shift Start Meeting		
12:00 - 12:30						
12:30 - 13:00						
13:00 - 13:30	Mthly 90 Day Action Plan Mtg (Wk4)	Monthly Cost Control review meeting (Wk2) & Monthly MOP Inputs Meeting (Wk3)				
13:30 - 14:00		Weekly Operations Meeting				
14:00 - 14:30				Permit To Mine Meeting		
14:30 - 15:00						
15:00 - 15:30	24hr Commitment to Plan Mtg	24hr Commitment to Plan Mtg	Mthly Significant Incident Mtg	24hr Commitment to Plan Mtg	24hr Commitment to Plan Mtg	
15:30 - 16:00				Weekly Planning Meeting		
16:00 - 16:30				Delay Analysis Review.		
16:30 - 17:00						
17:00 - 17:30						
17:30 - 18:00						



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The MOS Meetings are described below:

12.4.1 MSO and Shift Engineer Debrief

- Chair** Oncoming MSO and Shift Engineer.
- Alternate** Nominated Representative.
- Required** On shift MSO and Shift Engineer.
- Intent** Review shift safety & production plans, issues, threats and opportunities.

12.4.2 Pre-Shift Crew Supervisor Briefing

- Chair** On shift MSO and Shift Engineer.
- Alternate** Nominated Representative.
- Required** ERZ Controllers
- Intent** Review targets (KPI's), schedules, resources for next shift. Define actions required.
 Review next shift threats/clashes and opportunities.

12.4.3 Pre Shift Crew Meeting (Muster)

- Chair** On shift MSO.
- Alternate** Nominated Representative.
- Required** All personnel on that shift.
- Intent** Review daily safety & production plans and performance, issues, threats and opportunities.

12.4.4 Post Shift Crew Supervisor Debrief

- Chair** On shift MSO.
- Alternate** Process representatives.
- Required** ERZ Controllers, Area Supervisors, Shift Engineers.
- Intent** Review shift safety and production performance, actual against plan, MOS Compliance.

12.4.5 Process/Area Review Meetings

- Chair** Process/Area Superintendent.
- Alternate** Nominated Representative.
- Required** All Process/Area Coordinators.
- Intent** Review relevant period performance review and plan all activities in the respective area for the 3 next shifts.

12.4.6 Daily Review Meeting

- Chair** Operations Manager.
- Alternate** Underground Mine Manager.
- Required** Managers, Superintendents, and a representative from each support area at a minimum.
- Intent** Review daily safety & production performance against schedule as depicted by the weekly Schedule Display. Review actions past due for completion. Define and allocate actions required and review next 24hrs threats and opportunities.

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12.4.7 Weekly Production Manager Meeting

Chair Production Manager.
Alternate Engineering Manager.
Required Production & Maintenance Superintendents.
Intent Set mine priorities for the coming planning week.
 Discuss critical tasks and mine production against MOP.
 Set draft maintenance windows to allow department planning meetings to be effective.

12.4.8 Weekly Area Planning Meeting (Production and Maintenance)

Chair Area Superintendent.
Alternate
Required Production & Maintenance Coordinators.
Intent Verify the weekly Plan (incorporating daily/shiftly Plans), and resource balance of the following week.
 Review the 15 week look ahead to identify potential conflicts including plant and resource availabilities that require consultation with other Areas and service providers.
 Review the 5 week look ahead and confirm that potential conflicts with other areas have been resolved and that plant and resource availabilities have been confirmed.
 Review all planned work orders including backlog for inclusion in next week's schedule.
 Production Coordinator to approve this Area schedule for inclusion in the (Whole of mine) Weekly Planning Meeting.

12.4.9 Whole of Mine Weekly Planning Meeting (Production and Maintenance)

Chair Operations Manager.
Alternate Engineering Manager.
Required Production and Engineering Coordinators, Long Term Planning Coordinator, Maintenance Planner/Scheduler and a representative from each support area at a minimum.
Intent Communicate the Weekly site wide plan to all stakeholders identifying all further interactions between areas that had not been identified by the individual areas themselves. Written copy of the plan is to be communicated to all stakeholders immediately following signoff.
 Communicate the Site Wide 5 week look ahead to all stakeholders and provide the opportunity to identify overlooked risks/ interactions
 The monthly area production plans are raised from various sources and noted on the area 5 week planning boards.
 It is the responsibility of the Area Managers or Superintendents to ensure the 5 week boards are maintained and reviewed at the area weekly planning meeting.
 Review previous week's SHEC, engineering and production performance to plan, current and following weeks plan including threats and opportunities.

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12.4.10 SLT Meeting

Chair General Manager.
Alternate Nominated Representative.
Required All Managers
Intent Review strategic plan – SHEC, Costs, Production, Maintenance and mine activities for the previous week for the entire mine by area. Look ahead for the next week and the current week.
 Progress to, and performance against SHEC strategies, plan, objectives and targets are monitored, reviewed, assessed and updated to confirm SHEC requirements are being met and that these requirements are delivering the level of SHEC performance and control that was sought.

If necessary the site will revise its SHEC strategies, plans, objectives and targets.

12.4.11 Monthly MOS Compliance Review Meeting

Chair Operations Manager.
Alternate General Manager.
Required Operations Manager or representative, Engineering Manager or representative, Technical Services Manager, Area Superintendents.
Intent Review MOS document to ensure it is line with current operating practices & update as required.

12.4.12 18 Month Rolling Forecast Meeting

Chair Technical Services Manager.
Alternate Technical Services Superintendent.
Required Technical Services Manager, Engineering Manager, Ventilation Officer, Process Superintendents (longwall, development and outbye), Engineering Superintendents, Underground Mine Manager.
Intent Grasstree Mine has several projects and activities being planned and implemented throughout the various processes. This meeting provides a forum to;
 Track mine production, key projects and identify potential clashes.
 Identify corrective actions required to achieve plan.
 Establish communication on medium term planning issues between process owners.
 Review the 18 month rolling Gantt to ensure MOP and business plan requirements are achieved.

12.4.13 Crew Communication Session (CCS) Meeting

Chair SHE Manager.
Alternate Nominated Representative.
Required Representation from each department.
Intent Start of tour safety meeting with the crews. Ensures that once a month every underground employee is involved in a safety forum where issues are discussed and feedback given on actions.
 Matters arising from these meetings are evaluated by the meeting Chair and if necessary introduced into the Enablon or production action reporting system. Where appropriate, matters are shared across AAMC and included as required in the Balanced Strategy and also where required in the Mine Budget.
 The second half of the meeting, the shift breaks up into their process areas and receives an update on progress from their Superintendent and team.

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12.4.14 Contractors SHEC Meeting

- Chair** Safety Superintendent.
- Alternate** Nominated representative.
- Required** All Contract holders and contractor representatives (When contractors have different shift patterns/start times to mine employees).
- Intent** Start of tour safety meeting with contractors. Ensures that once a month every contractor is involved in a safety forum where issues are discussed and feedback given on actions.

12.4.15 Departmental Cost Review Meeting

- Chair** General Manager.
- Alternate** Commercial Manager.
- Required** All Department heads.
- Intent** To review the current fiscal month receipted and expected costs and confirm the forecast costs for the next fiscal month against budget.

(4th or 5th Thursday of each fiscal month 09:30 – 10:00)

13 Management Structure

13.1 Leadership Team

Responsible Manager: General Manager/SSE

Responsibilities:

- To have a management structure in place at the mine.
- Strategic direction for the operation.
- Compliance to the MOS.
- SHEC strategy.
- Industrial Relations.
- Develop personnel.
- Review of performance and associated actions.
- Sign-off of Operation LOMP & Budget.
- SHMS Compliance.

Responsible Manager: Underground Mine Manager

Responsibilities:

- Overall responsibility for the day to day operations at the mine.
- Statutory Compliance.
- SHMS Compliance.
- Emergency Response capabilities.
- Fire Officer Responsibilities.

Responsible Manager: Operations Manager

Responsibilities:

All production activities (Production and Maintenance implementation).

The area superintendents are the point of contact for all activities within their respective areas, being held accountable for the relevant business objectives.

The production supervisors and their respective crews report through the relevant departments.

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13.2 Longwall Department

Responsible Person: Longwall Superintendent.

Responsibilities:

- SHE performance within the Longwall panel (inbye of the coffin seal).
- All activities within Panel/District.
- Statutory compliance and other SHMS requirements within the LW areas e.g. stonedusting, ventilation etc.
- Activities in the LW including:
 - Production.
 - Maintenance planning, scheduling, and execution for all LW equipment and panel belt (inbye of coffin seal).
 - Production support activities.
 - Planning, scheduling, and execution of Longwall moves including pre-install and transportation of equipment/resources from and to the surface.
- Active LW TG to the mains.
- Active LW MG to the mains including inbye from the face.
- LW monthly production forecast.
- LW Operating Budget and Forecast spend (planning, execution, analysis and reporting) including use of zero base budgeting.
- LW Scheduling Parameters (hours/rate used to assist tech services with the MOP).
- LW section in the Mine Schedule (daily, weekly and monthly planning process).
- HR within department, including absenteeism and leave management.
- Succession planning within department.
- The LW department must define the LW panel standards in alliance with the other departments.
- Maintain adequate level of consumables (picks, etc.).
- Compliance with TARP's.
- Retraction of all LW Services on retreat including; cables, pipes/hydrants, dusters, fire reels, depots etc.
- Dewatering within LW District to the Mains (capture and deliver to the mine outbye pumping system).
- Secondary Support within the LW district to the Mains.
- Pre-execution input and post-implementation accountability for all projects within their area.
- Training needs within their department.
- Compliance to the MOS including AAMC WMS.

13.3 Development Department

Responsible Person: Development Superintendent.

Responsibilities:

- SHE performance within Development panel.
- All activities within Panel/District.
- Activities in Development including;
 - Production.
 - Maintenance planning, scheduling, and execution for all Development equipment and panel belt (inbye of coffin seal for gate roads and inbye of tag board in the Mains).
 - Production support activities.
 - Planning, scheduling, and execution of Panel advances and relocation activities including transportation of equipment/resources from and to the surface.
- Active Gate-roads inbye of coffin seal and inbye of tag board in the Mains.
- Monthly production forecast.
- Operating Budget and Forecast spend (planning, execution, analysis and reporting) including use of zero base budgeting.
- Scheduling Parameters (hours/rate used to assist tech services with the MOP).
- Development section in the Mine Schedule (daily, weekly and monthly planning process).
- HR within department, including absenteeism and leave management.

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- Succession planning within department.
- The Development department must define the Development panel standards in alliance with the other departments.
- Maintain adequate level of consumables (picks, etc.).
- Statutory compliance and other SHMS requirements within the Development areas e.g. stonedusting, ventilation etc.
- Compliance with TARP's.
- Installation of all services including; cables, pipes/hydrants, dusters, fire reels, depots etc.
- Extension of conveyor infrastructure in line with Development activities.
- Dewatering within the Development District to the Mains (capture and deliver to the mine outbye pumping system).
- Pre-execution input and post-implementation accountability for all projects within their area.
- Training needs within their department.
- Compliance to the MOS including AAMC WMS.
- Roads built to standard.
- Determining the Mining Sequence.
- The development department must conduct the drivage of the development panel in accordance with the requirements of the Longwall and Outbye departments, install the panel infrastructure to the designated standard and sign off on these with the other departments.

13.4 Outbye Department

Responsible Person: Outbye Superintendent.

Responsibilities:

- SHE performance within department.
- All activities within outbye Districts.
- Activities within outbye including:
 - Maintenance planning, scheduling, and execution for all outbye equipment including mains conveyors and panel conveyor drive heads (outbye of coffin seal for gate-roads and outbye of tag board in the Mains).
 - Mine support activities.
 - Planning, scheduling and execution of all outbye activities including transportation of equipment/resources from and to the surface.
- Outbye monthly forecast.
- Operating Budget and Forecast spend (planning, execution, analysis and reporting) including use of zero base budgeting.
- Outbye, outbye maintenance, and coal clearance system sections in the Mine Schedule (daily, weekly and monthly planning process).
- HR within department, including absenteeism and leave management.
- Succession planning within department.
- The Outbye department must define the Outbye standards in alliance with the other departments.
- Compliance with TARP's.
- Maintenance and modification of all mains services including; cables, pipes/hydrants, dusters, fire reels, depots etc.
- Dewatering within the outbye districts including maintenance of sumps.
- Pre-execution input and post-implementation accountability for all projects within their area.
- Training needs within their department.
- Electrical feed and reticulation underground (enhance, replace and repair).
- All conveyors – To provide assistance with major maintenance activities as required.
- Underground Air and Water reticulation.
- Secondary support and re-support works in the outbye areas.
- Maintaining adequate levels of consumables and bulk products in designated underground storage locations (timber, stonedust etc.).
- Stoneworks.

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- Statutory compliance and other SHMS requirements within the outbye areas e.g.; stonedusting, ventilation etc.
- Outbye Roads maintained to standard.
- Installation, maintenance and removal of real time fixed gas monitoring in returns and outbye areas.
- Control Room Officers.
- Lamp room infrastructure.
- Sealed Goaf water management.
- Compliance to the MOS including AAMC WMS.

13.5 Technical Services Department

Responsible Manager: Technical Services Manager.

Responsibilities:

- Departmental SHEC performance.
- Ventilation / Gas & Spontaneous Combustion.
- Strata Control Design.
- Telltale monitoring results and compliance to telltale data recording schedule
- Critical Control tracking.
- GTW Highwall from the bund up.
- Survey.
- Gas Drainage design approval and management.
- Inertisation.
- Geology.
- Subsidence monitoring and management.
- Mine scheduling and physical forecast outputs.
- Mine design.
- Gas chromatograph.
- Tube bundle.
- Location of real time gas monitoring.
- HR within department, including absenteeism and leave management.
- Succession planning within department.
- All ventilation appliances, VCD's, final Goaf seals installation and maintenance.
- Feasibility, design and initiation of all projects excluding engineering.
- Goaf water and surface water storage monitoring and recording.
- Permit to mine.
- Hygiene standard monitoring and remediation implementation through appropriate department (Dust samples, DPM testing, noise testing).
- Training needs within department.
- Support mine operation activities.
- Compliance to the MOS including AAMC WMS.

13.6 Engineering Department

Responsible Manager: Engineering Manager.

Responsibilities:

- SHEC performance within department.
- All Engineering activities on site.
- Infrastructure and asset planning, overhaul, maintenance, modification, replacement and disposal in consultation with relevant stakeholders.
- Development and execution of capital business plan.
- Development of equipment maintenance strategy in line with AAMC WMS.
- HR within department, including absenteeism and leave management.
- Succession planning within department.

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- Mechanical and Electrical statutory compliance at the mine site through EEM and MEM.
- Management and maintenance of the diesel fleet including budget and forecasting
- Manage as technical experts, all mechanical and electrical change management processes
- All GT and GTW surface/ Shafts maintenance and management e.g. surface fans, pumps, compressors, shaft, infrastructure including the budget and forecast spend for this equipment.
- Audit and provide statutory reporting of incidents of electrical and mechanical nature.
- Maintenance planning activities for coal clearance system, diesels, outbye maintenance and surface/shafts.
- Management of mine zero based budgeting system (Rylson 8).
- Maintenance of the Mine Scheduling process (daily, weekly and monthly planning process).
- Accountable for engineering overhauls including LW, DEV and diesels as well as any other major equipment.
 - Installation and removal of all conveyor infrastructure outside of routine mine operations.
 - Assist with Longwall moves.
 - Feasibility, design, initiation of, and post implementation accountability for all engineering projects.
 - Formulate maintenance strategy for all equipment on site and facilitate the development of the maintenance strategy to include new or additional equipment.
 - Analysis the performance of the mine site by monitoring all relevant KPI's.

13.7 Safety Department

Responsible Manager: SHE Manager.

Responsibilities:

- Safety Statistics.
- Environmental Statistics.
- HR within department, including absenteeism and leave management.
- Succession planning within department.
- Training needs within department.
- Compliance to MOS including AAMC WMS.
- Monitoring / Review and management of the SHMS.
- Rehabilitation of persons.
- Safety reports and analysis.
- Safety database management.
- SCSR/CABA & First Response Management & Control.
- Site access control.
- Water sampling.

13.8 Human Resources

Responsible Person: HR Manager

Responsibilities

- Providing management advice and support services in relation to all HR activities on site.
- Recruitment and selection activities.
- Terminations.
- Position descriptions and action plans.
- Probation.
- Performance appraisals.
- EEO, anti-discrimination and employment related legislation.
- Anglo American human resources policies, procedures and systems.
- Budgeting, forecast / re-forecast, end of month processes.
- Personnel files.
- Organisation structure and crew allocations.

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13.9 Training Department

Responsible Person: Training Superintendent.

Responsibilities:

- Inductions.
- Refresher training.
- Annual training needs analysis.
- Maintaining a training database.
- Assist with the development of training packages.

13.10 Commercial Department

Responsible Person: Commercial Manager.

Responsibilities:

- Contract design, implementation and management.
- Facilitation of all budgeting and forecasting requirements.
- Cost management, training and control.
- Capital management.
- Management of the purchasing and supply function.

14 Resources

To achieve the objectives of AAMC MOP, and associated SHEC Plans and Targets, AAMC will provide the appropriate human, physical and financial resources.

The company will ensure that appropriate trained personnel will be available across the business to manage SHEC matters and physical resources will be provided to ensure risk is maintained at an acceptable level.

14.1 Absenteeism & Leave Management

Refer to the Grasree Enterprise Agreement for the threshold point where proof is required for any absences.

Where excessive use of a statutory declaration is used follow up with Middlemount Medical Centre or other doctor to confirm appointment and make follow up appointment if required.

In order to ensure the requirements of the MOP can be achieved, each department will be required to manage their crew's absenteeism, both planned and unplanned.

Planned leave is defined as approved leave which is booked in advance and consists of Long Service Leave, Annual Leave, and pre-booked Leave without Pay.

Unplanned Leave is defined as leave which is mostly not booked in advance such as Personal Leave (Sick Leave & Carer's Leave), Compassionate Leave, or Leave without Pay.

It is recognised that some forms of Personal Leave may be pre-booked such as medical appointments, however, they are still considered as Unplanned Leave.

Other forms of leave which may be accessed by employees include Parental Leave, Workers Compensation and Jury Service.

14.1.1 Absenteeism & Leave Management Accountabilities

14.1.1.1 Process/Area Superintendents

- Review Unplanned Absenteeism at Daily Meeting and initiate investigations to address unacceptable absences immediately upon employees return to work.
 - Provide daily updates of names to the HR department.
- Provide weekly feedback to the Operations Manager on any coaching and management plans put into place in relation to daily monitoring activities as provided by Coordinators.
- Decide approval on any merited Planned Leave over budget. (>10% of crew, referred by Coordinator)

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- Ensure planned and unplanned absenteeism levels are considered in the annual Performance Management process.

14.1.1.2 Process/Area Coordinators

- Approve Planned Leave within budget and ensure adequate skills coverage – No more than 10% of the crew away on planned leave.
- Refer any merited Planned Leave applications greater than 10% of the crew to the Superintendent for approval.
- Provide weekly feedback to Superintendents of any coaching and management plans put into place in relation to daily monitoring activities.
- Request “proof” such as a medical certificate where an employee is deemed to have demonstrated a pattern of unplanned absenteeism.
- Keep records of all discussions with employees in relation to unacceptable leave levels.
- Ensure compliance with Leave Definitions contained within the Grasree Collective Agreement or AAMC Employee Benefits Policies, e.g. approval of Carer’s leave is only given when the employee is providing care for someone in their immediate family.
- Maintain crew unplanned absenteeism at less than 3%.

14.1.1.3 Human Resources Department

- Provide reports on individual Planned and Unplanned Absenteeism Levels as requested.
- Reports on all planned and unplanned leave for the previous 24 and plan for next 24 for the mine site at the daily review meeting.
- On a monthly basis provide the site SLT with a report detailing:
 - Top 10 list Unplanned Absenteeism at employee level.
 - Site, Departmental, and crew performance for planned and unplanned absenteeism (including detail of leave types).
 - Site and Departmental levels of accrued and booked planned leave.
- Develop and maintain a Leadership training package which defines forms of leave and process for leave approval, the basis for the package should be the site Certified Agreements and AAMC policies as applicable. Package is to be delivered to SLT and then included in Leadership on boarding process.

14.1.1.4 Safety & Health Superintendent

- Provide a monthly report for the SLT meeting to review Workers Compensation leave and Workplace Rehabilitation detailing:
 - Employees on work related rehabilitation programs (including rolling average trends).
 - Employees on non-work related rehabilitation programs (including rolling average trends).
 - Department and crew analysis of work related rehabilitation.
 - Average number of days to return to full duties (rolling average).
 - Employees on Workers Compensation – full leave.

14.1.2 Overtime Approval Process

Approval for overtime can only be made by the Operations Manager and in his absence the Area Manager or Superintendent.

When requesting approval for overtime the Area superintendent must submit to the Operations Manager. Approvals are for the following week only and must include the following;

- Duration
- Tasks
- Location
- Numbers required
- Shift that overtime is to be worked on

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Once approved the area is to post in the planning room/muster area (or as appropriate) a list for operators to place their names against the pre-approved jobs and shifts.

On Friday morning of the preceding week the list is to be provided to the Operations manager for final approval.

The list is updated, printed and hung in the appropriate place and with the CRO's for operators to confirm approval of their overtime shift.

It is the obligation of the operators to contact the mine to ensure their request has been approved. Any attendance to do un-approved overtime will be decline and the operator sent home.

Personnel who have taken sick leave/personal leave during their previous tour will result in overtime not being available to them.

14.2 Succession Accountabilities

Each Process/Area Superintendent is to ensure an alternative (understudy) is designated and trained to provide coverage for each responsible role within their area.

15 Review

This document will be reviewed at such time as required if there has been a major change to the business strategy or SHEC risk.

The General Manager is the owner and responsible for the Management Operating System document. Any proposed changes to the document must proceed through the change management process.

The General Manager may delegate ownership to another site Manager, usually the Technical Services Manager or as the case maybe.

Generally each AAMC underground mine MOS Document will be identical as a base; however the MOS is a continually evolving behavioural document which should reflect each mines personality and obvious differences provided the intent is maintained.

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