QUEENSLAND COAL MINING BOARD OF INQUIRY

Coal Mining Safety and Health Act 1999

Establishment of a Board of Inquiry Notice (No 01) 2020

Before:

Mr Terry Martin SC,
Chairperson and Board Member

Mr Andrew Clough,
Board Member

At Court 17, Brisbane Magistrates Court
363 George Street, Brisbane QLD

On Thursday, 13 August 2020 at 10.30am
(Day 8)

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

THE CHAIRPERSON: Yes Mr Rice.

MR RICE: Mr Martin, I call Kylie Ah Wong, who I believe will be appearing remotely.

THE CHAIRPERSON: Yes.

<KYLIE AH WONG, affirmed: [10.30am]

<EXAMINATION BY MR RICE:

MR RICE: Q. Ms Ah Wong, I'm assisting the inquiry. Can I just ask firstly if you can see me and hear me satisfactorily?
A. Yes, I can.

Q. Is your full name Kylie Ah Wong?
A. Yes, it is.

Q. You are employed by Glencore Coal Assets Australia Pty Limited; am I right?
A. Yes, I am.

Q. The position you occupy is general manager of health, safety and training?
A. Yes, it is.

Q. With the assistance of the company's solicitors, have you prepared and signed a statutory declaration setting out some information to assist the Board?
A. Yes, I have.

Q. You have a copy of that there?
A. Yes, I do.

Q. Mr Operator, could we bring up document OCH.507.002.0001. We are just resolving a technical problem, Ms Ah Wong. You have a copy of that declaration with you?
A. Yes, I do.

Q. What I want to do is just go through some parts of it, ask you for some elaboration along the way, and we will pause to look at some of the documents that you have referenced in it. Okay?
A. Okay.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. Can I go straight to page 2, where you set out some brief details of the governance relationship between the various Glencore companies?
A. Yes.

Q. Do we understand correctly that Glencore plc is the ultimate holding company?
A. Yes, it is.

Q. It has international operations; am I right?
A. Yes, it does.

Q. Your employer, Glencore Coal Assets Australia - would you explain what role it has in the conduct of Glencore's business in Australia?
A. Okay. Glencore Coal Assets Australia is one of the industrial assets, and we're part of the coal business. So the coal business is inclusive of other operations, including Prodeco and South Africa, in the other jurisdictions.

Q. What is its function in the workings of the business?
A. We are part of the coal division, so part of the coal mining division.

Q. But what particular function does the company exercise in conducting that business?
A. Sorry, I'm not sure I'm understanding the question.

Q. All right. It may be easier if we go to annexure A to your statement.
A. Yes.

Q. It might provide a reference point to discuss what you and others do at GCAA?
A. Okay.

Q. Do you have that annexure? It is on page 0013 of your declaration.
A. I don't have that annexure in front of me, but I'm aware of what you're talking about.

Q. Can you see it on the screen now?
A. Yes, I can.

Q. In that row just below the black box with Mr Cribb's name, we see a range of people described variously as

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

general managers.
A. Yes.

Q. Your name is amongst them?
A. Yes, that's right. So are you looking for my function within the organisational structure?

Q. Well, I see that your name and your job distribution is listed on that row, along with a range of others.
A. That's right.

Q. Are they all, as you are, employees of GCAA?
A. That's right.

Q. What is the difference between a description, say, in your case as general manager and in other cases as a director?
A. Okay. I guess the management structure is reflective of how we run our business. So we've got director of operations, and so on that annexure, you will see there's a director of operations across our underground and our open-cut operations. We also have functional directors that support the other directors, including the general managers that support that function as well. So I guess our role within the organisation is to define the processes, and the responsibility of the directors is to implement - they're responsible for the implementation of those processes as designed.

Q. At the risk of oversimplifying things, do you and others listed in that row try to identify processes and systems that are required to be followed by all of Glencore's operations?
A. That's right. We establish the framework across all of the Glencore coal assets that we have within the portfolio, of which there are 17 operations, and the operations then are required to, I guess, implement those as we've designed them.

Q. In a sense, then, GCAA is imposing processes and systems on operations, which, as you have told us, they are then required to implement. Does it follow from that that GCAA also has some oversight in the carrying out of that implementation - auditing and so forth?
A. Yes. I guess the way in which we work, we run a decentralised model, so we provide the framework in regards to how the operations are to operate. Each of our

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

operations has an operations manager, and in Queensland that would also be the site senior executive, who's responsible for, I guess, the decision making and the responsibilities of that particular operation. We provide a framework. So I guess to simplify it, we provide what they are required to do, when they are required to do it, and they establish how they are going to achieve that.

Q. I understand that, but is there also follow-up on the implementation at GCAA level to ensure that your requirements are being met?
A. Yes, that's right. We have quite a comprehensive assurance program that we run and implement.

Q. We see from the diagram that Oaky North underground, for example, appears to report directly to Mr Nicholls, being the director of underground operations within GCAA?
A. That's right, yes.

Q. Are we missing something in the shape of the operator company, Oaky Creek Holdings Pty Limited?
A. So Oaky Creek Holdings - Darren is the operator's representative of the Oaky Creek Holdings.

Q. And also an employee of GCAA?
A. That's right.

Q. So the interests and responsibilities of Oaky Creek Holdings are represented by Mr Nicholls' function. Do I understand correctly?
A. That's right.

Q. At the top of the page is Mr Cribb's name. Is he the chief operating officer of GCAA?
A. That's right.

Q. He would report to whom?
A. He would report to the chief executive officer of Glencore Coal. Glencore Coal is comprised, as I said before, of the three jurisdictions, being Australia, South Africa and Colombia.

Q. Can we go to page 3, where you describe details of measures of safety.
A. Yes.

Q. In paragraph 21 you have split that up into two

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

sections, (a) and (b)?
A. Yes.

Q. Do I understand correctly that these two measures listed as (a) and (b) are then applied to the performance review of management staff?
A. That's right.

Q. When I refer to "management staff", we're talking about people involved in management at the site - for example, Oaky North underground?
A. Yes.

Q. Would these measures also apply to officers at the corporate level of Oaky Creek Holdings Pty Limited?
A. Yes, they do. So I guess the expectations of somebody at, say, a director level across our business would be, I guess, a direct discussion and agreement with the chief operating officer in regards to the things that are deliverable for them over the following 12 months. So it's not as, I guess, straightforward as applying those two measures, but they're certainly considered. They're not the only two measures that would be applied.

Q. But am I right in saying that these two measures are safety measures that are applied to the performance review of all management staff?
A. Yes, that's right.

Q. But not the only ones, as you point out?
A. That's right.

Q. TRIFR - I think we know what that is.
A. Yes.

Q. The health and safety index is perhaps not so self-explanatory.
A. Yes.

Q. It has a number of components, and at the bottom of the page you mention that the way in which that health and safety index measure is calculated depends on another document, being the health and safety index KPI; am I right?
A. Yes.

Q. Could we go, Mr Operator, to document

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

OCH.504.001.0003. I have put up for display what I understand to be the health and safety KPI index. You are familiar with that?
A. Yes, I am.

Q. How does it assist us to interpret your description of the health and safety index at paragraph 21(b) of your statement?
A. Okay, so the health and safety index comprises of those three elements. At the end of each year, we assess, using the criteria that you see in front of you, each of the operations against those three areas.

So if I walk you through an example, each site is required to have an HSEC plan. So we do a review on each of the operations to establish, you know, was the plan developed, is it documented, have they been tracking progress and have they completed all of the things that they'd planned to complete? Now, if they do all of those things, then they get 100 per cent for that subcomponent of the index, and so on and so forth. The same with critical controls and also the HPRI mandatory actions, as mentioned there.

Q. Am I right in saying that both of these measures - that is to say, the TRIFR and the health and safety index - are both, as it were, whole of site measures?
A. That's right.

Q. Is the object of that to give everyone, as it were, a vested interest in health and safety and injury reduction?
A. That's right.

Q. And that is by way of contrast to a performance measure which focuses on an individual's contribution to a particular objective; correct?
A. Yes.

Q. Still looking at that document, in the item "HSEC Plan", I think you have given an example of that. It is a kind of annual plan for the operation; am I right?
A. Yes, that's right.

Q. Is that devised at GCAA level?
A. We have two levels. We have a GCAA HSEC plan that is provided to our operations, and then the operations are to

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

develop their own individual HSEC plan for their operation which considers our plan and brings in the required elements from what we have planned but then understanding what they need at their own operation. So it will consider the GCAA plan but also the things that they need to, I guess, implement from an operational perspective, so it is specific to the site.

Q. Could I depart from the document you are looking at for the moment just to show the Board the annual plan, to see what it looks like. Mr Operator, we will come back to the document on display, but could you show, please, OCH.507.001.0298. Could you, for the sake of the discussion, enlarge the third block headed on the left with the word "Risk". Do you recognise that I have just put up on display the annual plan document for 2020 for GCAA?
A. Yes.

Q. Tell me, so that we understand this document, is this something that is devised by GCAA and referred to the operation for implementation?
A. Yes, that's right.

Q. We've just enlarged one section of it, being "Risk", for the sake of illustration. Those various matters having been identified in the plan, is the health and safety index, then, or at least the first component of it, measured against whether the site is able to satisfy the various things that are shown in this annual plan?
A. That's right.

Q. I've blown up the "Risk" section of that, but in fact there are at least five other sections; correct?
A. Yes.

Q. Thank you. That perhaps illustrates that the manager's annual appraisal is going to be measured in part by the performance of the site as a whole in the carrying out of its annual plan; correct?
A. That's right, yes.

Q. If we go back to the previous document, OCH.504.001.0003, and then looking at the second component of the health and safety index, being "Critical Controls", would you mind explaining what that is a reference to?
A. For each of our catastrophic hazards, we have identified a suite of critical controls. Those critical

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

controls are implemented right across our business at all of the sites that are relevant to that particular catastrophic hazard.

We also have a schedule, and that schedule also runs across all of our operations. This particular index result here will reflect back on the critical controls being completed in line with the schedule that has been developed. So we review, at the end of each year, that each site has completed their critical controls in line with the schedule.

Q. We will come shortly to the catastrophic protocols document.
A. Yes.

Q. But the critical controls referred to there are those that apply to the catastrophic protocol, or at least they have been identified pursuant to the catastrophic incident protocol?
A. That's correct.

Q. In the carrying out of that protocol relating to catastrophic risk, there may be, as this second box contemplates, certain things that need to be done to comply with it?
A. That's right.

Q. This second measure of critical controls looks at the performance of the site and the things that need to be done pursuant to the catastrophic protocols requirements?
A. That's right.

Q. The third component, then, of the health and safety index is described as HPRI. HPRI is a high potential risk incident, is it not?
A. That's right.

Q. According to the way in which it is defined by Glencore's documentation?
A. Yes, that's correct.

Q. Do we understand that in the event that there was an HPRI and, consequent upon that, certain things were assigned to be done, this component is a measure of whether those things have been done?
A. That's correct.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. In a good year, if you had no HPRIs, then this measure would not form part of the health and safety index measure?
A. Across GCAA, yes.

Q. The other thing that you have mentioned at paragraph 22, and you have put it under the heading "Measures of Safety" in your declaration, is what you refer to as the "culture model".
A. Yes.

Q. Do I understand correctly that that is not so much a measure, like the two items in paragraph 21 may be regarded as a measure, but more a set of expectations?
A. It is a set of expectations. One of the reasons that we did put it in that particular section was that that was very relevant in 2019, because we did put it in as a measure across all of our operations in 2019 to ensure that each of our operations had a plan, and the plan was well advanced, in regards to the implementation of the GCAA culture model. So that was specific for 2019.

Q. Will compliance, if that's the correct word, with the culture model --
A. Yes.

Q. -- feed in to more measurable safety outcomes?
A. Yes, it does.

Q. Is that the way it is viewed?
A. Yes, it does. The underpins, really, a good safety performance at any of our operations.

Q. Could I go to that document and show some part of it. Mr Operator, it is document OCH.504.001.0005. I've just displayed the cover of that document.
A. Yes, I have it.

Q. Perhaps, Mr Operator, if we could go to page 3, which is 0007. The top third of that page, please, if you could zoom in. The second paragraph under "Purpose" identifies the expectations on both managers, employees and contractors.
A. That's correct.

Q. The third paragraph refers to specific and measurable goals being included in performance plans, but is that

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

there speaking of the two measures that you have already spoken to, being TRIFR and health and safety index?
A. They are two of them, and they are relevant to the site, but from a key results area within our performance appraisal system we've also got managerial KPIs, and some of those managerial KPIs will be safety related, so it talks about visible leadership and those types of things.

Q. Visible leadership, for instance?
A. That's right.

Q. GCAA sees a safety aspect to visible leadership?
A. Yes, definitely.

Q. If we could go to page 0011, please, in the bottom half of that page at section 6.1, is this a description of the expectations on all Glencore workers, which, if given effect to, will, so it's anticipated, feed in to good safety outcomes; is that fair to say?
A. Yes, that's fair to say.

Q. We see the first sentence of that. Is that the place that I think you may have referred to in your statement where you say the culture model places safety as the first and primary priority for every person?
A. Yes, that's correct.

Q. Is that reflected, for instance, in the first sentence of that section?
A. Yes.

Q. It lists certain key elements of the GCAA culture at the bottom of that page.
A. Yes.

Q. Could I perhaps go to another description of that a little later in the document at page 0020. We see the box in the top half of that page.
A. Yes.

Q. Is that intended to summarise the components of the desired WHS culture?
A. Yes, that's right.

Q. If we go to the next page, 0021, we see on that page, do we, a description of the various topics which were listed in the box we just looked at?

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

A. Yes, that's right. So the front page of that that we saw, the graphic, is really just a representation of the explanatory notes that follow, which is what we're looking at now.

Q. Thank you. The coverage of this list of things - it extends, does it, to every employee?
A. Yes.

Q. In fact, every worker?
A. That's right. Every worker - employees and contractors.

Q. And management also?
A. That's exactly right, yes.

Q. Everyone who works at a Glencore operation should aspire to this set of things?
A. That's exactly right.

Q. Can I ask you about the next page, 0022. We see something that appears on the face of it to be a little different, inasmuch as it is headed "Process Safety".
A. Yes.

Q. What is intended to be conveyed on that page?
A. I guess from a strong safety culture perspective, we see that there are two key elements, one pertaining to personal safety and the other process safety. I guess process safety is more targeting those - you know, the management of our fatal and catastrophic risk, which we recognise that from an organisational perspective we have some key responsibilities in those areas.

Q. So process safety, then, includes what we are soon going to look at, being the catastrophic event protocol?
A. Yes.

Q. And also the fatal hazard protocol?
A. Yes.

Q. I see there the document lists "Assurance Process".
A. Yes.

Q. Is that a review and testing of the operation of critical controls and fatal hazard protocols, amongst other things?

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

A. Amongst other things, yes, that's correct.

Q. This is probably at the implementation stage, but you may be able to assist: could you give me some idea as to how a Glencore operation would have workers, be they employees or contractors or labour hire workers, identify and associate with this model?
A. There's a number of different ways in which they do that. We run a Glencore generic induction, and we introduce the model at that induction and talk about its origin and its purpose. The way in which each of our operations have implemented or, I guess, are bringing the culture model to life can be different at each of the operations, and that's going back to that decentralised model that I was talking about earlier. We give them the framework, and how they implement that is within their area of responsibility.

Q. But following on from what we spoke about earlier, could we take it that GCAA would continue to assume an oversight of that implementation?
A. That's correct.

Q. To see that what is being done at site does in fact meet the required standard?
A. That's right. Under that process safety element, there are two key pieces or two key elements that are important in that regard. One is the assurance process, which is a more formal arrangement, but the other is the last point there around validation, and we do a lot of validation to confirm that those things are in place.

Q. We have spoken about performance review.
A. Yes.

Q. Every manager and employee of a Glencore operation is subject to a performance review; am I right?
A. Yes, and that's one of the - I guess if we have a look at the performance review process, we haven't necessarily got that consistently down to the individual employee at this point in time. That's something that some of the sites have achieved but not all. It's something that's part of the culture model and in some areas or some operations is in implementation.

Q. Speaking about contractors to whom a particular task or set of tasks might be outsourced, they come from

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

different entities?
A. Yes.

Q. Would there be any performance review applicable to that scenario?
A. Sorry, I just lost sound there.

Q. That's okay. I was just asking about contractors to whom tasks at a site might be outsourced.
A. Yes.

Q. Is there any component by Glencore of performance review for persons who are contractors?
A. Yes, so we have contractor review meetings that are established, and those contractor review meetings would go through all of those KPIs as established.

Q. Someone would develop KPIs for contractors?
A. That's right, and for the work that they have been engaged to do.

Q. Is there a safety component built in to those KPIs, can you tell us?
A. Yes.

Q. Can you give a description of what those indicators might be?
A. Say, for example, some of the contract arrangements at Oaky North talk about safety performance, so personal safety performance, talk about TRIFR and those types of things.

Q. Do contractors get any induction into the culture model we've spoken about?
A. Yes, they do. It's part of our induction process.

Q. What about those persons whose services may be provided by a labour hire company - are they subject to the same kind of performance review, or any performance review, as other employees are?
A. The same as - that's right, yes, they are. Typically our labour hire or our full-time equivalents, as I've referred to them before, will be subjected to the same arrangement as our own employees.

Q. Performance reviews are annual, are they not?
A. Typically, yes. Some of our operations have moved to

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

more six months to give, I guess, direct feedback. Part of the culture model that you see in there is scorecards. Scorecards is our way of giving feedback on an individual's performance, and, as I've said, some sites have moved towards doing that six monthly; others are annually; and some are still in implementation phase about giving that individual feedback.

Q. Your declaration goes on to the subject of assurance.
A. Yes.

Q. Perhaps we will go to that. Could I start, though, by going to another document. It is entitled "Risk Management". Mr Operator, if you could bring up OCH.507.001.0151. Do you recognise that document, Ms Ah Wong?
A. Yes, I do.

Q. I want to go to the risk matrix, which is at page 22, page 0172, and if we could enlarge the left-hand side of the page. This is headed "GCAA Risk Management Matrix".
A. Yes.

Q. Am I right that the classifications that apply on this matrix serve to inform a number of other processes, one being, for example, the catastrophic incident protocol?
A. That's correct.

Q. This classification also feeds in to issues of incident classification and reporting and dissemination?
A. That's correct.

Q. It's a five-point scale; correct?
A. That's right.

Q. We have used the term "catastrophic incident" several times already. Do we see there under "Health & Safety" how that is defined for Glencore's purposes?
A. Yes, that's exactly right.

Q. Being a situation where a hazard has the capacity to cause multiple fatalities, being five or more?
A. That's right.

Q. And so on, on a descending scale down to item 1?
A. That's right.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. Having looked at that, could we move to the "Catastrophic Hazards" document.
A. Yes.

Q. That is, Mr Operator, OCH.507.001.0208. You would probably be familiar with that, Ms Ah Wong, would you not?
A. Yes, I am.

Q. We already identified from looking at the risk matrix what a catastrophic incident was. This document is intended, is it not, to be a set of measures with the object of preventing a catastrophic incident?
A. Yes, so the document is around how we treat, I guess, catastrophic hazards and how we identify things such as critical controls.

Q. Nobody wants to have a catastrophic incident, so can we take it that this is intended, really, to go as far as the company can take it to try to ensure that such a thing doesn't occur?
A. That's correct.

Q. Could we go to page 0212, please, in the bottom half of that page. A couple of things about this. Do we understand correctly that the methods and requirements of this document are measures for the management of catastrophic hazards?
A. Yes.

Q. It appears, and you could confirm for us, that the document is intended to follow and apply the nine-step methodology of the International Council for Mining and Metals?
A. That's right. We adopted the methodology that was developed as part of that project.

Q. Could we go to page 0215, please, Mr Operator. In the bottom half of that page, do we see there those hazards which have been identified as catastrophic hazards and which indicate the scope of coverage of the catastrophic hazards protocol?
A. Yes. When we first commenced, I guess, the critical control - we'll call it that, the critical control project, the first input to that was the broad brush risk assessment, which is what you're seeing in front of you. That's reviewed annually, but that was our starting point when we commenced the project, yes.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. Could we go back, Mr Operator, to page 0211. In the second paragraph under section 4, it refers to the broad brush risk assessment and it refers to the hazards identified through that.
A. Yes.

Q. Is that a reference to the table we just looked at?
A. That's correct.

Q. Looking down further on that page, there are a number of aspects that are listed from (a) to (d). Could we expect that at site level, there will be documentation complying with all of (a) to (d)?
A. All of the documentation that is referenced there will be at a GCAA level, and so we facilitate it - if we have a look in that same document, there is what our role was as GCAA and the role of the operations, and our role was to facilitate the development of each of those things listed there from (a) to (d). The site's role was to take that information and then implement it into their safety and health management system.

You will see there on section (b) that we developed a bow tie risk analysis that underpins all of our catastrophic hazards. So that filters through to site, with them doing a review of their risk assessment at a site level to confirm they have picked up all of those controls and then the critical controls implemented into their hazard management plan. So those things sit at a GCAA level.

Q. I understand. If we go to the next page, 0212, there is actually a table. If we could blow up the first half of that page, that offers a further description of what you were just telling us about; am I right?
A. That's correct, yes.

Q. Again, although it may not be listed at this section of the document, insofar as each operation's implementation of the requirements, there is a mechanism, is there, for GCAA to review and monitor each operation's implementation?
A. Yes. Yes, we do, and we're actually at the stage now where not only do we monitor the implementation, but we are in progress at the moment of doing full verification on implementation and a review of all of our critical controls as part of that validation assurance process.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. Looking at that, the identification of critical controls is at GCAA level?
A. That's correct.

Q. So for each of the hazards that we have looked at - and perhaps the most relevant ones are fire and explosion --
A. Yes.

Q. -- someone at GCAA would identify not just the controls but, as it reads, critical controls for those hazards?
A. I guess although we facilitate the process, there is high engagement across all of our operations. So if you use ignition of gas or fire and explosion as an example, we facilitated the bow tie, which included - we brought together a cross-section of people from across our operations, from operator level through to management, operations manager and director level, and, as a result, facilitated that process to identify the controls and then also the critical controls. So although we facilitate it, we didn't sit in a room separately and identify what those critical controls were. We used the subject matter experts to facilitate that.

Q. It is that bow tie assessment process that is intended to distil not just controls but the few critical controls applicable to a given hazard; am I right?
A. Yes, that's right. That's pivotal to it.

Q. Could we just go, Mr Operator, to page 0217. In the top half of that page, we see the bow tie there. Is that a depiction and an explanation of the process of selection?
A. Yes, that's correct.

Q. If we could go back to talk through the mechanics of this by reference to another part of the document, from page 6 onwards, page 0213, this section of the document, it appears, begins to describe what the content of the protocol looks like?
A. Yes, that's right.

Q. We have spoken a bit about planning already and the identification of critical controls.
A. Yes.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. But then in terms of who has responsibility, do we see that commencing at the bottom of that page with the heading "Catastrophic Hazard Owner"?
A. Yes, that's right.

Q. Is it right that for each catastrophic hazard, say, fire or underground explosion, there will be not one but two catastrophic hazard owners - one at GCAA and one at the operation?
A. Operational level; that's correct.

Q. If we could just show the next page, we see at the top there the responsibilities attaching to the site catastrophic hazard owner. I take it that those two owners would work in conjunction with each other to achieve the outcomes of the protocol?
A. Yes. Ultimately we have a catastrophic hazard owner at a GCAA level, which is one of the chief operating officer's direct reports, and they're responsible for oversighting that catastrophic hazard across each of the operations in which it's relevant. Once we get to an operational level, again that needs to be a senior leader in the operation, and that person is responsible for the oversight of that catastrophic hazard at their operation. Therefore, if there is anything - you know, if there are any questions or if there's - the monitoring of performance and all that type of thing is the responsibility of the owner at those two different levels.

Q. You say it's someone who is fairly senior in leadership.
A. Yes.

Q. Would that translate normally to someone like the mine manager, or can you tell us who a typical occupant would be?
A. Yes, it has to be - any of the catastrophic hazard owners has to be a direct report to the operations manager or, at a GCAA level, a direct report to the chief operating officer. It could be the mining manager; it could be the technical services manager, if it comes to something such as strata failure or something along those lines; say, for example, if it's emergency capability, it might be the safety manager, but it needs to be somebody senior in the organisation.

Q. To take Oaky North underground, for example, there

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

will be someone who can be identified as the person who is responsible for the critical control of explosion in an underground mine?
A. Yes, the catastrophic hazard, yes.

Q. He or she would be expected to do those things listed under the heading we see displayed, "Site Catastrophic Hazard Owner"?
A. Correct.

Q. We're going to talk a bit more about performance appraisals in a moment, but can you tell me why the hazard owner's performance against these requirements relating to critical controls of a hazard would not form part of that individual's annual performance appraisal or, indeed, be a basis for his remuneration?
A. They may very well be, and that's where the managerial KRAs or the key areas are important, because the TRIFR and the HSEC index that we spoke of are site wide, and so a catastrophic hazard owner - it's very particular to their role, so you would expect that that would be more likely to be a component of their managerial KPIs.

Q. You would know whether that occurs or not, wouldn't you?
A. No, not necessarily within - if it's within their performance review.

Q. What I was really asking was - you appear to be telling us that for a given hazard owner, that person's performance against this responsibility might well be included in their annual performance review?
A. Yes.

Q. But would that be atypical, because there are not many people amongst the management who occupy such a position?
A. Yes, that would be right, yes.

Q. Having said that, do you know whether, in fact, a performance measure relating to this function has been included in performance review documents for hazard owners?
A. Look, I can't say absolutely. I certainly believe as part - because this formed part of the HSEC plan, so, for example, if we refer back to the HSEC plan, there are certain projects within that that would be assigned to individuals at the site. They often - or they then feature as part of their managerial KPIs. So the catastrophic

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

hazards that you saw in the HSEC plan would not align to their performance review. Now, again, I can't say that absolutely, but that's typically how it would work.

Q. Would you happen to know, if this responsibility was reflected in a manager's performance appraisal, what weighting it might be given?
A. In relation to the catastrophic hazard implementation, all of the sites have fared very well. We review the critical controls on a monthly basis against the schedule, so there has been a couple of times where the critical control check hasn't been completed within the period, but the performance over the period has been relatively good.

Q. What I was really asking was about the composition of the performance review. We're going to talk about XPAD.
A. Yes.

Q. Correct me if I'm wrong, but the composition of criteria for performance review adds up to a total of 100?
A. Yes, that's correct.

Q. Broken up into - HSEC is one of them?
A. Yes, that's right.

Q. Typically business performance is another category?
A. That's correct.

Q. And then there might be also management KPIs, such as we discussed earlier - visible leadership and so forth?
A. Yes.

Q. Those various components get a weighting or a figure out of 100, so that all the things combine to add up to that total of 100?
A. That's right.

Q. What I was really asking, if you know, is what weighting might be given to the responsibility we still see displayed of a manager with respect to his responsibilities as catastrophic hazard owner?
A. Look, I don't know, I can't answer that question absolutely. As I said, the weightings applied at each of the operations is at the discretion of the operations manager. So, no, I can't answer that.

Q. Just moving on in this process to the various

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

responsibilities, we see next that a technical expert is assigned to the process?
A. That's correct.

Q. Then below that, there is another function called catastrophic site champion?
A. Yes.

Q. Would you mind explaining how that function differs from the responsibilities of the catastrophic hazard owner?
A. Yes, so the document that we have in front of us was, I guess, at the early stages of the project, in the implementation phase, and as part of that we recognised that we needed an individual at site that was responsible for facilitating the implementation of the catastrophic hazards and the critical controls in their entirety. So, really, this role was reflective of project implementation. They were to take the information as developed and then facilitate the implementation at a site level in conjunction with the owners.

Q. Could the hazard owner and the site champion be the same person?
A. It could have been, but typically the site champion that was identified was the safety manager or somebody within the safety team, and so they would assist in facilitation, and so it's not - with any of the catastrophic hazards, they weren't necessarily identified as an owner.

Q. In relation to a given hazard, let's just say an underground explosion, where would we look to find the list of critical controls identified and applicable to that hazard? Would it be somewhere within GCAA, would it be at the site, or both?
A. Both. All of our critical controls have now been integrated into our fatal hazard protocols, and from a site perspective, you would expect to see that each of the critical controls have been brought into and identified within each of the - within the relevant hazard management plan.

Q. Could we go I think finally in this document to page 0222, to section 6. Does this describe an expectation that each operation will develop something called a hazard management plan?
A. Yes.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. Is that anything different from what we have in Queensland, being regulatory requirements for certain principal hazard management plans?
A. No, that's one and the same. The hazard management plan is reflective of the hazard - for example, a gas management plan as required under the legislation but also is a requirement under this protocol.

Q. This part of the document makes the point, I think, particularly in the note at the bottom of the page, that the various controls, being critical controls, are expected to be incorporated into the existing site documentation, that is to say, incorporated into the SHMS?
A. That's correct, and that was intentional and recognised that we couldn't afford and didn't want this to be a bolt-on process, that it had to be integrated into the way the site managed their principal hazards, and they manage their principal hazards through their hazard management plans.

Q. Nonetheless, the hazard owner at site, even though the implementation of this protocol is, as it were, dispersed in to the SHMS, the hazard owner would presumably be able to quickly identify which features of it comply with this protocol?
A. That's correct. We do that a couple of different ways. Within the hazard management plan, we've created a logo that sits beside each of the controls that have been identified as critical, and that is to feature within the hazard management plan, so if you are referring to that document, you can very easily see which of the controls housed within it are critical controls. And the second thing is --

Q. What was the - I'm sorry to interrupt you. What was the title of that document you were just referring to?
A. What I'm talking about is the site hazard management plan. So any of the site hazard management plans that you pick up at an operation where critical controls are relevant - as you read through that document, you should be able to visibly see any of the controls that are critical controls, because we have identified or developed a logo that is to sit next to it, just so people can see and recognise where the critical controls feature within the site hazard management plans.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. Just to be clear, so we're not at cross-purposes, when you refer to a hazard management plan, it could be known at site level as a principal hazard management plan?
A. That's correct.

Q. So for Glencore's operations, we should, for example, be able to pick up any of the PHMPs that are required under the regulation to be kept and, by reference to the logo that you described, we would see from that which features from within the whole document are critical controls?
A. That's correct.

Q. Those measures are reported on and monitored at GCAA level; am I right?
A. That's correct.

Q. Could I next ask you about a different but perhaps related document, and it is the fatal hazard protocol.
A. Yes.

Q. Mr Operator, could we have OCH.507.001.0107. I take it you are pretty familiar with that, too, Ms Ah Wong?
A. Yes, I am.

Q. Could we go to page 4, which is 0110, and perhaps blow up the left half of the page under the heading "Background". I want to understand what is the interrelationship between this document and the one we previously looked at, being the catastrophic hazards protocol.
A. Yes, so the fatal hazard protocols, as developed, have quite a history within GCAA. They were developed back in 2010, and the background that you have up there I guess identifies how they were developed at that time.

Since developing the fatal hazard protocols, we've enacted or conducted the catastrophic hazard project, which now identifies the critical controls. We're now in the process of bringing those critical controls into this document here. The one that you have there is, I guess - we're in the process of updating that, so the critical controls are housed within the fatal hazard controls.

Q. So you are going to more obviously and more clearly integrate the two; is that the idea?
A. Yes, and we're almost at the end of that, and so the last piece of work was to support that with this updated

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

protocol that you have here in front of you. At the time of the incident, though, at Oaky North, this is what was in place. So one of the updated fatal hazard protocols that we do have, that I believe was forwarded, was the fires and explosion, and that just shows you the updated version, which includes the critical controls.

Q. I see. Well, could we go forward to just look at one of the fatal hazards, being fire and explosion?
A. Yes.

Q. Could we perhaps go to page 0115. Under the heading "Underground", it refers to ignition of gas, which is of relevance to the inquiry.
A. Yes.

Q. This document and the processes behind it, as you told us, predated the catastrophic hazards protocol project; correct?
A. Yes, that's correct. We do have, though - the fire and explosion FHP that you have here in front of you was updated prior to December and, as I said, it has the catastrophic risks included within it. So the one that we're looking at now was superseded.

Q. We're looking at it, though, because it was the one that happens to have been in place at the time of the incident?
A. No, sorry, it wasn't. So although the front part of that document in regards to the background hadn't been updated, the actual FHP for fires and explosion has been updated and was in place at the time of the incident.

Q. "SHP" [sic] - I'm sorry, can you help me?
A. Sorry, FHP, fatal hazard protocol, sorry.

Q. I see.
A. So, yes, there is an updated fatal hazard protocol for fires and explosion that was in place at the time of the incident last year.

Q. The various measures that are described at 2.2.2 are controls, but do I understand correctly they would not necessarily qualify as critical controls?
A. No, that's correct, they wouldn't necessarily be a critical control.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. Just in relation to this protocol document, is there some system of monitoring and review of compliance with what it specifies?
A. Yes, that's correct, so we've got quite a comprehensive assurance program that sits over the top of all of our fatal hazard protocols that includes second and third party review.

Q. Could you explain that, please, "second and third party"?
A. Sorry, second and third party auditors, so that are not part of the operation.

Q. The second and third parties being?
A. In some cases, the second party would be from corporate, so from GCAA, and they would go to the operation; and the third party would be somebody that we engage for the purposes of - and a content expert on the actual topic that we would engage to go to the operation and confirm compliance to these mandatory requirements.

MR RICE: I think we have exhausted that subject, thank you.

THE CHAIRPERSON: Would that be a convenient time to have a 15-minute break?

MR RICE: Yes, Mr Martin.

THE CHAIRPERSON: We'll just take a 15-minute break, Ms Ah Wong.

THE WITNESS: Okay, no problem.

SHORT ADJOURNMENT

MR RICE: Q. We'll look at one more document before we move on. Mr Operator, could I have OCH.507.001.0105. Can you see that displayed, Ms Ah Wong?
A. Yes, I can.

Q. Is that the more current version of the requirements of the fatal accident protocol?
A. The fatal hazard protocol, yes, it is, for fires and explosion.

Q. Mr Operator, could we highlight on the right-hand side

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

of the page, the bottom half of the page. To take an example, at 2.3.2 we see here, I think similarly to the previous version that we looked at, that a list of controls are identified referring to flammable gas, but then if we look at page 0106, on the right-hand side of that page, if it could be enlarged, we see there, do we not --
A. Sorry, I've just got sound back. Sorry, I lost sound there for a little while.

Q. Okay. I'm just drawing attention to the content and format of this document, and I have now on display that part of this document which lists critical controls. Can we take it that what is shown there is the product of the application of the catastrophic hazard protocol process?
A. That's correct, yes.

Q. In the various SHMS documents, for example, PHMPs, would we see a logo adjacent to any measure referable to those critical controls?
A. That's correct.

Q. Is that a process, then, of progressively updating, as it were, Glencore's management documents to apply that format?
A. That's correct, and that was part of the project.

Q. Is it work in progress, so to speak?
A. Yes, it is. I think we have the majority of our principal hazard management plans updated. I think there is potential refinement in how the logo is used, because there is also the risk of overusing it, but, yes, that should be applied at all of our operations.

Q. I suppose some obvious places to look would be the principal hazard management plans for methane drainage, ventilation and so forth?
A. Correct, yes.

Q. I'm looking at paragraphs 28 and 29 of your declaration.
A. Yes.

Q. You say at paragraph 28 that contractors are subject to identical safety reporting criteria and requirements. What kind of requirements are you talking about?
A. The requirement to report hazards, report incidents - no different to our employees, contractors are required to

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

comply with the same process.

Q. Hazard or incident reporting?
A. Yes, that's right.

Q. In paragraph 29 you go on to say what the figure is for safety reports by contractors.
A. Yes.

Q. Are you talking there about the same kind of document, being the incident or hazard reports, something that goes wrong that triggers a reporting requirement?
A. That's right.

Q. Given that it's that kind of a document, it is no surprise, is it, that the safety reports by contractors would correlate to their proportion of the overall workforce?
A. Yes, no, and that's right. I think this was something that I guess was triggered for myself and my team after the Brady report was issued and there was an inference that, I guess, contractors didn't feel that they could report and that there were potential reprisals for doing so. I guess just to try to get some type of indicator as to whether that was occurring across any of our operations, one of the things was, okay, is there an under-reporting from our contractors? So I guess the pleasing thing is that it does correlate. It's an indicator.

Q. But does it not depend, really, on what we are talking about in terms of reporting? I tried to establish from you that what you were talking about was the kind of mandatory form-filling and document completion that goes with the occurrence of an incident, being one category?
A. Mmm-hmm.

Q. Another category being an informal indication by a worker of some safety concern that they may have through observation or experience, which doesn't involve an incident and the reporting that goes with it. Do you see the distinction I'm trying to make?
A. I think so. I mean, realistically the purpose, like I said, of that particular analysis was simply to see are we getting the same number of incident reports and hazard reports through relating back to the employment profile at the operation, because if they weren't reporting them through, then potentially we wouldn't see that number

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

relate back to the employment profile.

Q. In your statement next you speak about the induction process, and you've already described that.
A. Yes.

Q. At paragraph 31 you go on to talk about assessment of competencies.
A. Yes.

Q. I take it that the review that you are speaking of there applies to all workers who are new to a site?
A. Yes, that's correct.

Q. Whether they be employees or labour hire people?
A. Could be anyone. So anyone that's commencing work at Oaky North, for example, we have a training needs analysis that identifies the competencies that are required for them to perform that role. So it doesn't matter whether you are a manager or an employee, at a development face or a contractor working in a longwall, we have identified the competencies required. That review was done for everybody performing work at Oaky North.

Q. That applies notwithstanding that a few of the contracts that I've seen that Glencore has with labour providers requires the provider to ensure that people have appropriate competencies?
A. Mmm-hmm.

Q. So what you are doing is checking that that is so; am I right?
A. That's right. That's exactly right.

Q. As you describe it, it's a bit more than that, because you are also identifying need for further training?
A. That's right.

Q. And, again, that applies to any worker?
A. That's correct.

Q. There are other aspects of training that you refer to in paragraphs 34 and 35, being scheduled training days and periodic refresher training.
A. Yes.

Q. I take it there is no differentiation between whether

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

a worker is an employee or a more casual arrangement under a labour hire contract?
A. No, that's right. They all participate in the training days and they are all required to participate in refresher training, because the refresher training is based off or is driven from the competencies that you have.

Q. Can we move, then, to incident reporting. Earlier in the piece, when we looked at the risk matrix, I think you agreed with me that the classification of incident on the risk matrix served to inform the nature of investigation and the quality of reporting that would follow from an incident; correct?
A. That's correct.

Q. Could I go to a document which is an Oaky Creek document, that is to say, it appears to be a site-specific incident reporting document.
A. Yes.

Q. Mr Operator, it is OCH.505.002.0001. Do you see the front page of that?
A. Yes.

Q. I know there is another document at perhaps a higher level that deals with investigations, but this appears to be a site-specific one. Does it look like that to you?
A. Yes, yes.

Q. Could we go to page 0005. It is very dense, with small text. You see the red column. Could we enlarge the red column. We see in the enlarged column the various requirements imposed on the persons whose position is listed on the very left-hand side of the page in response to the category of incidents identified in the red box; correct?
A. Yes.

Q. Could you clarify for me what is the content of the words "High Potential Incident", designated "HPI", in that heading?
A. Yes.

Q. Is it a high potential incident that has some particular classification under Glencore's appellation?
A. No, our reference to this level of incident would be a high potential risk incident. When referencing "high

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

potential incident", that's a legislative, I guess, term utilised in that heading. Notwithstanding that in that document later on they do identify that the investigation is to be done in alignment with a potential consequence, as opposed to, it appears in the heading of this table, that it assumes that a high potential incident will have an ICAM that supports it.

Q. Just to be clear, the HPI as it's shown there - are you telling us that that incorporates what has been described as a legislative HPI, that is to say, one that occurs by operation of the regulation in Queensland, the excess of 2.5?
A. Yes, that's correct.

Q. That is included, is it, notwithstanding that it may not fit the category 4 and 5 classifications as per the risk matrix that we looked at?
A. That's correct.

Q. What confused me, may I say, is that in the incident that we have looked at, in December 2019, there did not seem to be any investigation report beyond the lower-level incident investigation report applicable to lesser incidents.
A. That's correct. I think the referral to "high potential incidents" without quantifying it back or linking it back to a potential consequence is what is missing in the title of this table. By broad-brushing it or just having the title there, "High Potential Incident", is not how it's operating in practice. The application of doing an intermediate investigation, which is what they have done, and identifying it as a potential consequence of 3, or moderate, is in line with the GCAA incident reporting requirements.

Q. Forgive me if I am not quite understanding.
A. Yes.

Q. In relation to the incident in December 2019, which had its fairly straightforward aspects to it, are you saying that that incident would, by virtue of its status as an HPI under the regulation, have triggered all of the processes depicted under the red box?

THE CHAIRPERSON: We've lost sound again.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

THE WITNESS: Sorry, there we go. I've got it back.

MR RICE: Q. Did you hear what I asked, Ms Ah Wong?

THE CHAIRPERSON: Try again, Mr Rice.

MR RICE: Okay.

Q. What I was asking was, with respect to the incident in December 2019, whether, by virtue of its status as an HPI under the regulation, the occurrence of that incident would trigger the response that is shown underneath the red box?
A. Sorry, I did lose sound at the start, but I think I do understand your question. According to this table, it suggests that as a high potential incident, it should trigger the requirements within this table.

Q. Could we zoom out, or perhaps zoom in to the orange section. The reason I asked, Ms Ah Wong, is that we did not seem, in the case of this incident, to have anything beyond what is described there as the incident report and investigation booklet.
A. Yes, that's correct, and that's the level of investigation that was conducted.

Q. Well, I'm not understanding, then, because I thought you told me when we blew up the section of the page underneath the red box that you would have expected that the measures described underneath the red box would have been applied to this incident?
A. Yes, according to this table, yes, that's correct, and I'm suggesting to you that the --

Q. But, I'm sorry --
A. Sorry.

Q. I'm just saying that doesn't appear to have happened.
A. No, I agree with you, and I guess I'm suggesting that the headings within the table aren't reflective of the expectations or the way in which they are operating. Later on in this very document, they talk about having an incident investigation that is reflective of the potential consequence. Unfortunately - look, again, I'm inferring, but I suggest that when the requirements of the GCAA procedure were incorporated into the site procedure, the review of the headings of this table was missed, and so it's still directing them to do a higher-level

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

investigation.

Q. So do I understand correctly there may have been some glitch in the system at the time of this incident, resulting in the preparation only of the incident report and investigation booklet and not something more detailed?
A. Yes, and I'm suggesting that the way in which they conducted or the level of investigation that they conducted was appropriate. It was that this table wasn't - or the table headings don't necessarily direct them to do the level of investigation that was required.

Q. What is the point, then, of including in the table "High Potential Incident", if it doesn't actually have any bearing on the various measures shown as "What" and "When"?
A. Yes, I agree with what you're saying. I think that the headings of this table, it would be more appropriate to be driven by potential consequence as opposed to giving the descriptors that are in there at the present time.

Q. So in terms of what you would expect in the future, would it be more accurate to omit from the red box the words "High Potential Incident"?
A. Yes, I think the headings in that particular table would be better to reflect the risk standard as opposed to giving just titles of an incident, because the title of an incident or what it's classified as doesn't necessarily indicate the potential consequence, which is what all of our investigations are driven from.

Q. So to come back to the incident in question, the incident report was prepared at no more elaborate investigation, such as an ICAM, because of the assessment that was made of its potential consequence; is that right?
A. Correct.

Q. The incident, I gather, was nonetheless reported to your team, who conducted some kind of a review of it; is that right?
A. Yes. Yes, that's correct. Each reportable incident or, in this case, a high potential incident is reported within our system and an email is sent around to a distribution listing letting you know that that reportable incident or that HPI has occurred. Each of those, my team or myself - I may not get to 100 per cent of them, but the majority of them I do read, just to review and understand the incident and what has gone on.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. And is it more than that, to see whether the treatment that it had been given by the time it came to you needed to be changed or escalated in some way?
A. That's correct. If we see an incident come through and we believe it should be a higher potential consequence or it should attract a higher level of investigation, then that would trigger us to make some inquiry in regards to what has happened and more about the incident itself.

Q. Is it correct to say that because this particular incident didn't have the level 4 or 5 potential consequences as it was assessed, there would have been no dissemination of its occurrence and any learning that came out of it more widely in GCAA than the review that your team conducted?
A. Not formally, no. It would have appeared within our monthly report, but only the fact of what the incident was, not the learnings associated with it.

Q. The nature of the incident and any learnings from it - does it follow, then, in this case, that they would remain at the site?
A. Correct.

Q. And not, for instance, be shared by some mechanism with other Glencore mines for what it might reveal?
A. No, that's right. If it was a potential consequence 4 or 5, we've got quite an extensive and wide-cast communication process that supports that, but not for a lower-level incident. That would typically remain at the operation or potentially shared within the - so, for example, with this one, the underground operations managers have a weekly meeting that's chaired by the director of underground operations. It may have been tabled there for people's information, but that's not a formal arrangement.

Q. The initial classification of potential consequence so as to dictate what level of reporting might be required, who would do that?
A. It depends on the comfort of the frontline supervisor or, in this case, the deputy to do that. He or she may make reference or may consult with the shift supervisor or the underground mine manager. So it would typically be the line supervisor, and if they need to consult, then that consultation is to occur.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. Can we move on to the next topic, which is at paragraph 48 of your declaration. You point out there that the workforce profile is approximately 65 to 35 as between full-time and supplementary labour.
A. Yes.

Q. Can you just explain for us what drives the use of supplementary labour?
A. In the case of Oaky North, it would be specialist-type tasks, it would be, I guess, the filling in or participation in some of the operating crews as such. So, yes, there's a number of tasks that we have identified that are required of contractors to perform, such as secondary support, the erection of ventilation control devices and the like. Those tasks are identified and then contracted out.

Q. I'm just wondering, if there is an ongoing need for a certain level of labour, why not just employ them?
A. Well, I think that's exactly what we've done. Some of those tasks are better suited to a contractor and the skills that they bring to the operation and can shift, as well, in relation to the types of things, the types of tasks, that they are required to do.

Q. Are you explaining that at least by and large, the supplementary labour performs more specialist tasks?
A. In some cases. In some cases they perform specialist tasks. They do also provide, I guess, supplementary labour on some of the operating crews and the like, as required.

Q. Is it just a more flexible arrangement for Glencore to have a proportion of supplementary labour that can be adjusted up and down?
A. Look, that's probably not a question for me, to be honest, in relation to how it's determined operationally, the balance between the contractors and employees.

Q. Okay. Can we go to the final area, which is performance appraisal and performance-based remuneration. At paragraph 54 you refer to the XPAD process. That's an acronym for the - well, your statement tells us that it is a reference to the GCAA performance and development system. That's the annual performance review system; am I right?
A. That's correct.

Q. We touched on this a bit earlier, but could you

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

confirm for me that the XPAD review system is based on a composite set of criteria, with a score being achieved out of 100?
A. That's right.

Q. That applies, does it, to all levels of management?
A. Yes, it does.

Q. What would be the lowest level - deputy, or?
A. Yes, I think it - yes, I believe deputies are included.

Q. And extending up to corporate level, such as yourself, for example?
A. That's correct, yes.

Q. You would have something similar?
A. Yes, I will.

Q. Or at least the same XPAD process?
A. Yes, that's correct.

Q. You have identified that the score of 100 can be broken up into KPIs such as you describe and also CSIs.
A. Yes.

Q. For a given individual, how is the composition of criteria arrived at and what weight applies to those criteria?
A. I guess GCAA provides thresholds in relation to the weighting for each of those criteria, and it's at the discretion of the operation's management to determine what the weighting is for each of those individuals within those threshold amounts. I believe they have been provided.

Q. Yes. So you say it's done at the operational level?
A. Correct.

Q. Would, say, the mine manager devise an XPAD profile for someone at a lower level, say a deputy; is that the way it works?
A. Yes, that's correct.

Q. Likewise, the SSE might devise one for the UMM?
A. That's right.

Q. Who would devise the SSE's profile?

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

A. It would be the director of underground operations.

Q. At the directors level or general managers, such as yourself, is it Mr Cribb who would do that?
A. Correct.

Q. They are not all the same; am I right?
A. No, that's right.

Q. Indeed, is it correct to say that the composition of the criteria is fashioned according to the focus of the job of the individual?
A. That's right.

Q. There are bonuses available for all levels of management, am I right, beyond fixed salary?
A. That's correct.

Q. The bonus that will be applied depends on the score that is reached from the XPAD review?
A. That's correct.

Q. You have given a hypothetical example of that in the schedule attached to your statement.
A. That's correct.

Q. Perhaps we don't need to go to that.
A. Yes.

Q. There is one document we have been given that I might ask your assistance in explaining. Mr Operator, could we have document OCH.504.001.0001. This was provided to the Board on the basis that it was, I think, a document applicable to an XPAD assessment for someone at the executive management level?
A. Mmm-hmm.

Q. At corporate level; am I right?
A. Yes, that's correct.

Q. Are we talking Oaky Creek level or GCAA level in this instance?
A. GCAA level - or OCH, yes.

Q. Well, I was looking at it and expecting to see a configuration of criteria that added up to 100, according to what we discussed.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

A. Yes, yes.

Q. But I don't see that arithmetic in this document, so could you perhaps explain what it is?
A. Yes. This is - if we have a look at or are referring back to the XPAD process, we have the two elements upfront, which is the HSEC and the business performance, but then sitting under that we've also got the managerial KPIs, which aren't listed on here, which is the piece that you've got missing, which are relevant to the individual.

Q. So it's just missing that component of, what do you call them - CSIs?
A. Yes, that's correct, the managerial CSIs.

Q. So whatever the missing percentage is out of 100, you would expect that to be referable to the CSIs that aren't depicted here?
A. That's correct.

Q. Otherwise, we can see the weighting as between HSEC and business performance?
A. Yes, that's right.

Q. Understood, thank you. Tell me, just say so if this is beyond your area, but in terms of employees who may be involved, say, in production, there is an enterprise agreement; correct?
A. Yes, there is.

Q. It specifies the availability of a bonus of some dollars per metre of retreat in the case of production?
A. Yes, it does.

Q. Is that a bonus that is applicable if certain production expectation is exceeded; is that the way it works?
A. Yes, that's right.

Q. It just didn't appear to be stated in those terms in the enterprise agreement, so I was just looking for clarification. Is there a standard method of keeping workers informed of what production targets are and whether they are being reached or not?
A. I can't say absolutely. I would assume that there would be.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. What about bonuses applicable to labour hire workers - would we need to look to their contracts with their providers for that?
A. I believe so, yes.

Q. It is your understanding, though, that the labour hire workers would be eligible for bonus payments?
A. If that's the case - I'm not saying that they are. If that's the case, it would be housed within their contract arrangements.

Q. With the body who is technically their employer, being the labour provider?
A. That's right. Sorry, I do know that in the case of Oaky North, the full-time equivalents that work in our development and longwall operations do receive a production bonus.

Q. Do you know whether it is the same or similar to the employees?
A. I believe it's the same.

MR RICE: That's all I had. Thank you, Ms Ah Wong.

THE WITNESS: Thank you.

THE CHAIRPERSON: Ms Dann?

MS DANN: No questions, thank you, Mr Martin.

<EXAMINATION BY MR CRAWSHAW:

MR CRAWSHAW: Q. Ms Ah Wong, I'm also appearing remotely.
A. Yes.

Q. I don't know whether you can see me.
A. I can.

Q. I appear for the CFMMEU. Could I just ask you about that last topic that Mr Rice took you to.
A. Yes.

Q. As a safety person, do you cast your eye over arrangements relating to bonuses in agreements or contract arrangements?
A. In the EA agreement, no, I don't.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. Let's just take them one at a time. The enterprise agreement - you say you don't cast your eye over it. Presumably you have just cast your eye over it for the purpose of these proceedings, have you?
A. That's correct, yes. In the case of Oaky North, that's correct.

Q. And that's the first time you've looked at it?
A. That's correct.

Q. You don't see it as part of your role to see whether there is any safety component in bonus arrangements?
A. No, no, I don't see it as part of my role. I'm more interested in the safety performance and the infrastructure that they have in place than in regards to the bonus received.

Q. Your answer is the same, presumably, in relation to contract arrangements with labour hire employees and contractor employees?
A. That's right. The contractor arrangements or the contracts that are in place are through negotiations at a site level, so I would expect that the relevant people are involved at an operational level in regards to the compilation of those.

Q. I take it you don't know whether there are enterprise agreements applicable to contractors or labour hire providers at Oaky North?
A. No, I'm not aware, no.

Q. Could I just go back to paragraph 29 of your statement. Mr Rice asked you about this. I just want to be sure about your answer.
A. Yes.

Q. That doesn't include any analysis of complaints about safety?
A. No --

Q. Well --
A. -- and that - sorry.

THE CHAIRPERSON: Sorry, Mr Crawshaw, I think you both cut each other off.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

Q. Ms Ah Wong, were you going to elaborate on your answer there?
A. No, I was just going to agree that this is simply looking at the safety reports received and doesn't include complaints.

THE CHAIRPERSON: Thank you. Yes, Mr Crawshaw.

MR CRAWSHAW: Q. I take it that no analysis was made of complaints?
A. No, that's probably not correct. I guess - look, this was included in the statement, but in review of, I guess, trying to ascertain as to whether there was a potential issue around the reporting of incidents and hazards and raising concerns, there was a number of different things done. A review of incident reports and those submitted was one. Another was around having a look at our injury rates and where our - you know, who was being injured, were they contractors or were they over-represented, and another was any other complaints received.

Q. Why didn't you include those analyses in your statement?
A. I think this was just one point, because if we drilled down on a number of the things that I put in my statement, it would have been quite comprehensive. This was simply a high-level indicator or one of the indicators that I reviewed. And it's not absolute. I do want to say I'm not suggesting that simply that data suggests that that's all we do. I guess it's just making sure that we were looking and making sure that those things weren't identifying to us that potentially we didn't have the reporting culture that we're trying to achieve.

Q. In relation to the matters that weren't in your statement, are you suggesting that you had similar results?
A. Correct.

Q. In relation to complaints, what was the analysis that took place there?
A. I guess what I'm saying more broadly is that any of the data that we reviewed, there wasn't any indication from the data that there's a potential issue in regards to incidents not being reported through.

Q. Well, what data did you review in relation to complaints?

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

A. It was only those three areas - sorry, just in regards to the complaints that have been submitted, was there any safety - was there any concern raised in relation to an incident occurring that we may not have heard of or an incident occurring that wasn't reported or we didn't know about or anything of those - you know, all those types of indicators that may suggest to us that there is the area of concern. And we didn't find anything, again, across the data points.

Q. So did you analyse written complaints?
A. Yes, so anything that has come through, correct.

Q. Any written complaints that had come through?
A. That's right.

Q. Obviously it wasn't possible for you to analyse verbal complaints about safety?
A. That's right, and that's what I'm saying. This doesn't necessarily suggest anything; it was an indicator.

Q. Paragraph 29 is not dealing with written complaints, is it?
A. No, that's right.

Q. But you say there was an analysis of written complaints; is that correct?
A. There was a review, yes, there was.

Q. Has that been provided to the Board?
A. No.

Q. Has the analysis referred to in paragraph 29 been provided to the Board?
A. Only what is written there in the paragraph.

Q. Can I just ask you this: might we just get, Mr Operator, the following document on the screen, BJO.001.001.0001 at 0012. While that is coming up, Ms Ah Wong, did you read the statement or affidavit of Mr Joe Barber from Oaky North?
A. Yes, I did.

Q. Can you see the screen, Ms Ah Wong?
A. Yes, I can, yes.

Q. If we just look at paragraph 77, Mr Barber said there

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

were approximately 130 permanent employees at the mine, plus a further 300 who are contractors or labour hire.
A. Yes.

Q. Do you remember reading that?
A. I don't remember reading it, but I'm reading it now.

Q. It may be that Mr Barber was referring to production and engineering employees when he said there are 130 permanent employees. Assuming that to be the case, do you have any issue with that figure?
A. I don't know that - outside of the fact I don't know that it's accurate.

Q. You have given certain figures as to permanent employees as distinct from contract and labour hire employees?
A. Yes, per cent - not distinct numbers, percentage employed.

Q. Yes.
A. Yes, that's right.

Q. I presume when you were talking about permanent employees in those percentages, you were talking about all permanent employees at the Oaky North mine?
A. Correct.

Q. There is a lot of permanent employees at the mine that don't do production and engineering roles?
A. Yes.

Q. Whereas contractors and labour hire do production and engineering tasks?
A. And they have the managerial support as well at the site, so they're represented in surface-type roles just as much as our own people. They are not all production operators, no.

Q. But certainly there would be a lot more employees in managerial roles that are directly employed by Oaky North than persons who are in managerial roles employed by contractors and labour hire providers?
A. By absolute number, they will be. But in relation to that 35:65 per cent split, again, I would be guessing as to whether that's relative to the managerial staff for our contractors, bearing in mind that they do have managerial

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

and admin support that is present at the operation.

Q. When you talk about admin support, you are talking about essentially office tasks?
A. Sorry, yes, admin being one part of it, but then you've got the coordination of their activities as well, so I wouldn't be able to say absolutely that that's not a fair representation of management in that 65:35 split.

Q. Where do you get the 65:35 from?
A. That's, I guess, the split in relation to our full-time equivalents and contract workforce, the numbers as provided by the operation. I don't have them with me now.

Q. Someone from the actual mine gave you those figures; is that right?
A. Correct, that's right.

Q. Do you know whether it includes management at all?
A. In those numbers? Yes, it will, both for contractors and for our own people.

Q. If I could just go back to the written complaint analysis that you said you conducted, was that over a three-year period or was that only in relation --
A. Correct.

Q. I'm sorry?
A. No, correct, over the last three years.

Q. There was, of course, a time in that three-year period where permanent employees who were production and engineering employees were largely not present at the mine; isn't that right?
A. That's correct.

Q. There was a long lock-out that occurred from June 2017 to March 2018.
A. I don't know - I'll take your word for the dates. I'm not a hundred per cent sure of what the actual dates were.

Q. You know there was a long lock-out during that three-year period?
A. I do know, yes, yes.

Q. You wouldn't be expecting any complaints from

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

permanent employees who were production and engineering employees during that time?
A. No, that's right.

Q. You said the balance between contractors and labour hire employees, on the one hand, and permanent employees, on the other hand, was not a matter for you.
A. Yes.

Q. Do you remember saying that to Mr Rice?
A. Some of the questions in relation to how we determine - you know, the employment profile at the operation is not something that, yes, I would be involved in, no.

Q. Who is it a matter for?
A. That would be a matter for the operations managers and the director of underground operations.

Q. The latter being Mr Nicholls, who you referred to earlier?
A. Yes, that's correct.

MR CRAWSHAW: No further questions, thank you, Mr Chair.

THE CHAIRPERSON: Thank you. Mr Dollar?

MR DOLLAR: No questions, Mr Martin.

THE CHAIRPERSON: Mr Clothier?

MR CLOTHIER: Just a few questions, thank you.

<EXAMINATION BY MR CLOTHIER:

MR CLOTHIER: Q. Could we go, please, Mr Operator, back to OCH.505.002.0001. Then if we could go, please, to page 0005 of that document and the table that presents. Ms Ah Wong, do you recall Mr Rice asking you about the reference to HPIs in this table?
A. Yes, I do.

Q. I think you said that that was not a Glencore concept but the statutory concept of an HPI.
A. Correct.

Q. You pointed out that the heading to this table appears

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

to treat all HPIs in the same investigation category as category 4 and 5 incidents?
A. Yes.

Q. Whether or not in fact they are categorised as 4 or 5 incidents?
A. Yes, that's correct.

Q. I think you mentioned that there was another part of the document that referred to investigation level based upon categorisation on the 1 to 5 scale?
A. Yes, that's right.

Q. Were you referring to section 7, which appears at page 0010, if we can bring that up?
A. Yes, this is the area that refers - or draws it back in to the potential consequence.

Q. So, to be clear, for HPIs, the level of investigation isn't dependent merely upon them being an HPI; it is dependent upon the categorisation of the consequences on the 1 to 5 scale?
A. That's correct.

Q. You say in your statement that there are a number of GCAA processes and documents that sit above this site-specific document.
A. Yes.

Q. Is that consistent - that is, treating the level of investigation not on the statutory significance but upon the potential consequence within those categories - with the GCAA procedures and requirements?
A. Yes, that's right.

Q. In this case, the incident on 6 December was categorised, was it not, as a category 3 health and safety incident?
A. Yes, that's right.

Q. Under the GCAA procedures, did that call for an intermediate level of investigation?
A. That's correct.

Q. Not an ICAM level of investigation?
A. No, that's right, yes. Intermediate.

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

MR CLOTHIER: Thank you. I have nothing further.

THE CHAIRPERSON: Mr Rice?

MR RICE: No, thank you.

THE CHAIRPERSON: Mr Clough?

MR CLOUGH: Q. Ms Ah Wong, I do have a couple of questions. I'm interested in the governance that your function provides to the organisation.
A. Yes.

Q. The first question is in relation to the health and safety index. Looking at the components, would it be fair enough to say they're a bunch of leading indicators that you're measuring?
A. Yes, that's correct, yes.

Q. The TRIFR, of course, is a lagging indicator?
A. Lagging, that's correct.

Q. So is the intention there to balance the leading indicators with the lagging indicators in your KPIs?
A. Yes. That's exactly right. One is about the leading and lagging indicators, but the other thing was that there was a balance between personal and process safety.

Q. It's fair enough to say that the TRIFR would be an output from the leading indicators?
A. Yes, that's right.

Q. And could be said to be a measure of whether or not you have actually picked the right leading indicators?
A. Yes. Yes, that's right.

Q. The second thing I want to ask about is the identification of critical controls. Just to give you a little bit of background, I've been through this process myself, so I just want to get you to share some of your experiences with it. The first question is: is there actually a competency or an available package in the industry to train people up to use this process, are you aware?
A. No, not as far as I'm aware. We, in the initial stages of this, utilised the personnel at the University of Queensland, Maureen Hassall and her team, to assist,

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

I guess, in a mentoring/coaching role, recognising that there wasn't anything out there that we could go and be trained in and that we needed to make sure that we built the capacity internally, that we made sure that it was our people that developed the skill and the ability to be able to facilitate this process. So we did utilise them, certainly in the early stages, until we felt comfortable enough to take on the facilitation role internally.

Q. Would you know how many critical controls you actually identified in total for the group?
A. We have 71.

Q. One of the issues I personally found was people confusing monitoring and supporting activities with critical controls. Do you have any comments on that?
A. Yes. One of the other - not only did we take on the ICMM, I guess, process, but we also integrated the outcomes of the ACARP study that was done in regards to what is a control; Maureen Hassall was a part of that.

I guess one of the things that we found in the facilitation of the critical control workshops was not only were we taking everybody through quite a new process, which was a bow tie analysis; the second was then getting people to understand what is a control, that it's not a hazard management plan, it's not these broader concepts that we've utilised for some time.

We found that quite challenging in the early stages until people got an understanding of what that was, which then fed in to making sure that the performance specification of the critical control was also accurately described, which then drove those things that needed to trigger, or what were the stop points then identified for each of those and then how did we confirm that they were working when we needed them to work.

Q. Would it be fair enough to say that if you get that step wrong, you may end up with a substantial administrative burden that is very difficult to implement?
A. That's very correct. We found, as well, we're at the process - 2020 for us is a verification of the process in its entirety, so not only are we verifying that the sites have implemented it as it needed to be implemented, we're also going back and doing a full review of all of our critical controls, recognising that it was a new process

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

and it's really a step change for the industry to, I guess, embrace the concept.

So we're actually going back to the beginning and trying to refine what we've done, and I think some of the things that you have mentioned there we have found we do need to review just to make sure that they are refined and we've got people looking in the right areas at the right things. We definitely think there are some improvement opportunities that we can take in this review that has been triggered.

Q. Just one last question. Would you actually recommend the adoption of critical controls management to augment the current prescribed principal hazard management plans? Do you see that as a way forward?
A. I think it's an opportunity. I think at the end of the day, that has to be coupled, though, with a fairly substantial or integrated assurance program that supports it. The critical controls are really but one indicator, and it's the assurance program, for me, that it sits within that is just as important.

MR CLOUGH: I have no further questions. Thank you.

THE CHAIRPERSON: Yes, thank you. Ms Ah Wong, thank you for your evidence today. You are excused.

<THE WITNESS WITHDREW

THE CHAIRPERSON: Mr Rice?

MR RICE: Just one matter, Mr Martin. There is a tender list of documents arising from yesterday's proceedings. It has been circulated to the parties. I will tender the list and the documents referred to in it.

THE CHAIRPERSON: Thank you. The list and the documents will be admitted into evidence.

MR RICE: Perhaps the Board could adjourn until Monday.

THE CHAIRPERSON: Yes, thank you. Adjourn the inquiry until 10am on Monday, thank you.

AT 1.05PM THE BOARD OF INQUIRY WAS ADJOURNED TO MONDAY, 16 AUGUST 2020 AT 10AM

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

0

0005 [2] - 671:30, 686:38
0007 [1] - 651:40
0010 [1] - 687:15
0011 [1] - 652:15
0012 [1] - 683:39
0013 [1] - 644:38
0020 [1] - 652:37
0021 [1] - 652:45
0022 [1] - 653:21
01 [1] - 642:18
0106 [1] - 668:5
0110 [1] - 665:25
0115 [1] - 666:12
0172 [1] - 656:20
0211 [1] - 658:2
0212 [2] - 657:23, 658:33
0213 [1] - 659:39
0215 [1] - 657:37
0217 [1] - 659:32
0222 [1] - 663:44

1

1 [3] - 656:45, 687:11, 687:22
1.05PM [1] - 690:46
10.30am [2] - 642:41, 643:8
100 [9] - 648:20, 662:20, 662:34, 662:35, 674:45, 677:3, 677:23, 678:46, 679:16
10am [1] - 690:44
10AM [1] - 690:47
12 [1] - 647:20
13 [1] - 642:41
130 [2] - 684:1, 684:10
15-minute [2] - 667:26, 667:30
16 [1] - 690:47
17 [2] - 642:36, 645:36
1999 [1] - 642:15

2

2 [1] - 644:1
2.2.2 [1] - 666:42
2.3.2 [1] - 668:2
2.5 [1] - 672:13
2010 [1] - 665:33
2017 [1] - 685:38
2018 [1] - 685:39
2019 [6] - 651:17, 651:18, 651:21, 672:22, 672:40, 673:10
2020 [5] - 642:18, 642:41, 649:16, 689:43, 690:47
21 [2] - 646:47, 651:13
21(b [1] - 648:7
22 [2] - 651:7, 656:19
28 [2] - 668:39, 668:43
29 [5] - 668:39, 669:6, 681:33, 683:22, 683:33

3

3 [4] - 646:43, 651:39, 672:33, 687:37
300 [1] - 684:2
31 [1] - 670:7
34 [1] - 670:43
35 [2] - 670:43, 676:3
35:65 [1] - 684:45
363 [1] - 642:37

4

4 [7] - 658:3, 665:25, 672:17, 675:12, 675:28, 687:2, 687:5
48 [1] - 676:2

5

5 [7] - 672:17, 675:12, 675:29, 687:2, 687:5, 687:11, 687:22
54 [1] - 676:41

6

6 [3] - 659:39, 663:44, 687:36
6.1 [1] - 652:16
65 [1] - 676:3
65:35 [2] - 685:8, 685:10

7

7 [1] - 687:14
71 [1] - 689:12
77 [1] - 683:47

8

8 [1] - 642:42

A

ability [1] - 689:5
able [7] - 649:28, 654:4, 664:24, 664:42, 665:7, 685:7, 689:5
absolute [2] - 682:28, 684:44
absolutely [5] - 661:42, 662:3, 662:43, 679:45, 685:7
ACARP [1] - 689:19
accident [1] - 667:43
according [5] - 650:39, 673:14, 673:31, 678:11, 678:46
accurate [2] - 674:22, 684:13
accurately [1] - 689:33
achieve [3] - 646:7, 660:15, 682:33
achieved [2] - 654:42, 677:2
acronym [1] - 676:42
Act [1] - 642:15
actions [1] - 648:22
activities [2] - 685:6, 689:15
actual [4] - 666:31, 667:19, 685:16, 685:41
add [1] - 662:34
added [1] - 678:46
adds [1] - 662:20
adjacent [1] - 668:18
adjourn [2] - 690:41, 690:43
adjusted [1] - 676:34
admin [3] - 685:1, 685:3, 685:5
administrative [1] - 689:41
admitted [1] - 690:39
adopted [1] - 657:34
adoption [1] - 690:14
advanced [1] - 651:20
affidavit [1] - 683:40
affirmed [1] - 643:8
afford [1] - 664:16
Africa [2] - 644:19, 646:41
agree [3] - 673:38, 674:16, 682:3
agreed [1] - 671:10
agreement [5] - 647:18, 679:28, 679:41, 680:47, 681:3
agreements [2] - 680:45, 681:29
AH [1] - 643:8
align [1] - 662:1
alignment [1] - 672:4
almost [1] - 665:46
amounts [1] - 677:34
analyse [2] - 683:11, 683:17
analyses [1] - 682:22
analysis [10] - 658:25, 669:43, 670:17, 681:38, 682:9, 682:39, 683:26, 683:33, 685:25, 689:25
Andrew [1] - 642:29
annexure [4] - 644:30, 644:38, 644:40, 645:20
annual [10] - 648:42, 649:10, 649:16, 649:29, 649:37, 649:39, 655:46, 661:15, 661:32, 676:44
annually [2] - 656:5, 657:46
answer [5] - 662:42, 662:45, 681:19, 681:35, 682:1
anticipated [1] - 652:18
appear [4] - 661:29, 673:37, 679:40, 680:40
appeared [1] - 675:17
appearing [2] - 643:4, 680:33
appellation [1] - 671:45
applicable [8] - 655:4, 659:29, 663:33, 672:24, 678:34, 679:35, 680:1, 681:29
application [2] - 668:14, 672:31
applied [7] - 647:5, 647:23, 647:26, 662:43, 668:32, 673:30, 678:19
applies [5] - 670:12, 670:25, 670:39, 677:6, 677:28
apply [5] - 647:14, 650:18, 656:24, 657:31, 668:23
applying [1] - 647:21
appraisal [5] - 649:37, 652:5, 661:15, 662:6, 676:40
appraisals [1] - 661:12
appropriate [3] - 670:28, 674:9, 674:17
area [6] - 652:4, 654:16, 676:39, 679:26, 683:7, 687:16
areas [6] - 648:12, 653:33, 654:43, 661:18, 683:1, 690:8
arising [1] - 690:34
arithmetic [1] - 679:3
arrangement [5] - 654:29, 655:44, 671:1, 675:36, 676:32
arrangements [7] - 655:28, 680:10, 680:45, 680:46, 681:13, 681:20, 681:22
arrived [1] - 677:28
ascertain [1] - 682:13
aspect [1] - 652:12
aspects [3] - 658:12, 670:42, 672:41
aspire [1] - 653:18
assess [1] - 648:10
assessed [1] - 675:13
assessment [7] - 657:45, 658:4, 658:27, 659:27, 670:7, 674:33, 678:34
assets [2] - 644:17, 645:35
Assets [3] - 643:20, 644:13, 644:16
assigned [3] - 650:45, 661:45, 663:2
assist [5] - 643:30, 648:6, 654:4, 663:26, 688:47
assistance [2] - 643:28, 678:31
assisting [1] - 643:12
associate [1] - 654:7
associated [1] - 675:19
assume [2] - 654:20, 679:45
assumes [1] - 672:6
assuming [1] - 684:10
assurance [8] - 646:13, 653:42, 654:28, 656:9, 658:47, 667:5, 690:19, 690:21

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

AT [2] - 690:46, 690:47
attached [1] - 678:24
attaching [1] - 660:13
attention [1] - 668:10
attract [1] - 675:7
atypical [1] - 661:35
auditing [1] - 645:44
auditors [1] - 667:11
augment [1] - 690:14
August [1] - 642:41
AUGUST [1] - 690:47
Australia [5] - 643:20, 644:13, 644:15, 644:16, 646:40
availability [1] - 679:31
available [2] - 678:15, 688:42
aware [4] - 644:41, 681:31, 688:44, 688:45

B

background [3] - 665:33, 666:30, 688:39
background" [1] - 665:27
balance [4] - 676:37, 686:5, 688:23, 688:27
Barber [1] - 683:41
barber [2] - 683:47, 684:8
based [4] - 671:5, 676:40, 677:1, 687:10
basis [3] - 661:16, 662:10, 678:33
bearing [2] - 674:15, 684:47
beginning [1] - 690:4
begins [1] - 659:40
behind [1] - 666:17
below [2] - 644:46, 663:5
beside [1] - 664:29
better [2] - 674:25, 676:21
between [9] - 644:2, 645:15, 665:28, 670:47, 676:3, 676:37, 679:21, 686:5, 688:27
beyond [4] - 672:23, 673:21, 678:16, 679:26
bit [5] - 659:44, 661:11, 670:35, 676:47, 688:39
BJO.001.001.0001 [1] - 683:39
black [1] - 644:46
blew [1] - 673:27
block [1] - 649:14
blow [2] - 658:34, 665:25
blown [1] - 649:32
BOARD [2] - 642:11, 690:46
Board [9] - 642:18, 642:27, 642:30, 643:30, 649:10, 678:33, 683:30, 683:34, 690:41
body [1] - 680:12
bolt [1] - 664:17
bolt-on [1] - 664:17
bonus [7] - 678:19, 679:31, 679:35, 680:7, 680:17, 681:13, 681:16
bonuses [3] - 678:15, 680:1, 680:45
booklet [2] - 673:22, 674:6
bottom [8] - 647:40, 652:15, 652:33, 657:23, 657:38, 660:2, 664:11, 668:1
bow [5] - 658:25, 659:17, 659:27, 659:33, 689:25
box [10] - 644:46, 650:24, 652:38, 652:47, 671:35, 672:44, 673:12, 673:28, 673:29, 674:22
Brady [1] - 669:21
break [2] - 667:26, 667:30
brief [1] - 644:2
bring [4] - 643:36, 656:14, 676:22, 687:15
bringing [2] - 654:12, 665:39
brings [1] - 649:2
Brisbane [2] - 642:36, 642:37
broad [3] - 657:44, 658:3, 672:29
broad-brushing [1] - 672:29
broader [1] - 689:27
broadly [1] - 682:41
broken [2] - 662:23, 677:24
brought [2] - 659:17, 663:39
brush [2] - 657:44, 658:4
brushing [1] - 672:29
built [2] - 655:22, 689:3
bunch [1] - 688:16
burden [1] - 689:41
business [11] - 644:15, 644:17, 644:18, 644:22, 644:27, 645:19, 647:17, 650:1, 662:26, 679:7, 679:22
BY [3] - 643:10, 680:31, 686:34

C

calculated [1] - 647:42
capability [1] - 660:43
capacity [2] - 656:41, 689:4
carrying [3] - 645:43, 649:38, 650:23
case [13] - 645:16, 673:20, 674:41, 675:22, 675:42, 676:9, 679:32, 680:8, 680:9, 680:14, 681:6, 684:10, 687:36
cases [4] - 645:16, 667:15, 676:28
cast [4] - 675:29, 680:44, 681:3, 681:4
casual [1] - 671:1
catastrophic [41] - 649:46, 650:3, 650:13, 650:18, 650:19, 650:24, 650:31, 653:31, 653:36, 656:26, 656:36, 657:10, 657:12, 657:14, 657:17, 657:27, 657:39, 657:40, 658:26, 660:3, 660:6, 660:8, 660:14, 660:17, 660:20, 660:24, 660:37, 661:4, 661:20, 661:47, 662:8, 662:41, 663:6, 663:10, 663:15, 663:28, 665:29, 665:37, 666:18, 666:23, 668:14
Catastrophic [2] - 657:2, 661:7
categories [1] - 687:32
categorisation [2] - 687:11, 687:21
categorised [2] - 687:5, 687:37
category [8] - 662:26, 669:34, 669:37, 671:35, 672:17, 687:1, 687:2, 687:37
cent [5] - 648:20, 674:45, 684:18, 684:45, 685:41
certain [8] - 650:25, 650:44, 652:32, 661:45, 664:3, 676:19, 679:35, 684:15
certainly [4] - 647:22, 661:42, 684:40, 689:7
CFMMEU [1] - 680:40
chair [1] - 686:24
chaired [1] - 675:34
Chairperson [1] - 642:27
CHAIRPERSON [17] - 643:1, 643:6, 667:25, 667:30, 672:46, 673:5, 680:27, 681:45, 682:7, 686:26, 686:30, 688:3, 688:7, 690:26, 690:31, 690:38, 690:43
challenging [1] - 689:30
champion [3] - 663:6, 663:22, 663:24
change [1] - 690:1
changed [1] - 675:4
check [1] - 662:12
checking [1] - 670:31
chief [5] - 646:34, 646:38, 647:18, 660:18, 660:39
circulated [1] - 690:35
clarification [1] - 679:42
clarify [1] - 671:39
classification [5] - 656:29, 656:30, 671:10, 671:45, 675:38
classifications [2] - 656:24, 672:17
classified [1] - 674:27
clear [3] - 665:1, 672:9, 687:19
clearly [1] - 665:44
Clothier [1] - 686:30
CLOTHIER [4] - 686:32, 686:34, 686:36, 688:1
Clough [2] - 642:29, 688:7
CLOUGH [2] - 688:9, 690:24
coal [7] - 644:17, 644:18, 644:23, 645:35, 646:39
COAL [1] - 642:11
Coal [4] - 642:15, 643:20, 644:13, 644:16
Colombia [1] - 646:41
column [3] - 671:31, 671:32
combine [1] - 662:34
comfort [1] - 675:41
comfortable [1] - 689:7
coming [1] - 683:39
commenced [2] - 657:42, 657:47
commencing [2] - 660:2, 670:16
comments [1] - 689:16
communication [1] - 675:30
companies [1] - 644:3
company [5] - 644:7, 644:26, 646:21, 655:38, 657:19
company's [1] - 643:28
competencies [5] - 670:8, 670:18, 670:22, 670:28, 671:6
competency [1] - 688:42
compilation [1] - 681:26
complaint [1] - 685:24
complaints [13] - 681:38, 682:5, 682:10, 682:20, 682:39, 682:47, 683:2, 683:11, 683:14, 683:18, 683:22, 683:27, 685:47

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

complete [1] - 648:19
completed [4] - 648:18, 650:8, 650:10, 662:12
completion [1] - 669:33
compliance [3] - 651:23, 667:2, 667:20
comply [3] - 650:25, 664:25, 669:1
complying [1] - 658:14
component [9] - 649:27, 649:43, 650:34, 650:45, 655:12, 655:22, 661:22, 679:12, 681:13
components [4] - 647:40, 652:41, 662:33, 688:15
composite [1] - 677:2
composition [4] - 662:15, 662:19, 677:27, 678:10
comprehensive [3] - 646:12, 667:5, 682:26
comprised [1] - 646:39
comprises [1] - 648:9
concept [3] - 686:43, 686:44, 690:2
concepts [1] - 689:27
concern [3] - 669:38, 683:3, 683:8
concerns [1] - 682:15
conduct [1] - 644:14
conducted [7] - 665:37, 673:24, 674:8, 674:38, 675:16, 685:25
conducting [1] - 644:27
configuration [1] - 678:46
confirm [6] - 654:31, 657:30, 658:28, 667:20, 677:1, 689:36
confused [1] - 672:21
confusing [1] - 689:15
conjunction [2] - 660:15, 663:20
consequence [12] - 672:4, 672:28, 672:33, 673:43, 674:18, 674:28, 674:34, 675:6, 675:28, 675:38, 687:17, 687:32
consequences [2] - 675:13, 687:21
consequent [1] - 650:44
consider [1] - 649:4
considered [1] - 647:22
considers [1] - 649:2
consistent [1] - 687:30
consistently [1] - 654:40
consult [2] - 675:43, 675:45
consultation [1] - 675:46
contemplates [1] - 650:25
content [4] - 659:40, 667:18, 668:10, 671:39
continue [1] - 654:20
contract [7] - 655:28, 671:2, 680:9, 680:45, 681:20, 684:16, 685:12
contracted [1] - 676:15
contractor [6] - 655:14, 655:15, 670:21, 676:21, 681:21, 681:22
contractors [24] - 651:43, 653:12, 654:6, 654:46, 655:8, 655:13, 655:18, 655:33, 668:43, 668:47, 669:7, 669:16, 669:22, 669:27, 676:13, 676:37, 681:29, 682:19, 684:2, 684:33, 684:43, 684:47, 685:21, 686:5
contracts [3] - 670:26, 680:2, 681:23
contrast [1] - 648:35
contribution [1] - 648:36
control [10] - 657:43, 661:2, 662:12, 666:46, 676:14, 689:20, 689:23, 689:26, 689:33
controls [53] - 648:22, 649:47, 650:1, 650:7, 650:10, 650:17, 650:29, 653:46, 657:15, 658:28, 658:29, 658:46, 659:3, 659:12, 659:21, 659:22, 659:24, 659:28, 659:45, 661:14, 662:10, 663:16, 663:33, 663:36, 663:39, 664:12, 664:29, 664:32, 664:33, 664:40, 664:42, 664:43, 664:45, 665:10, 665:38, 665:39, 665:42, 666:6, 666:43, 666:44, 668:3, 668:12, 668:19, 688:38, 689:10, 689:16, 689:47, 690:14, 690:20
Controls [1] - 649:44
convenient [1] - 667:25
conveyed [1] - 653:26
coordination [1] - 685:6
copy [2] - 643:33, 643:38
corporate [4] - 647:15, 667:16, 677:13, 678:38
correct [87] - 648:37, 649:33, 649:39, 650:21, 650:41, 650:47, 651:23, 651:44, 652:26, 654:1, 654:22, 656:27, 656:31, 656:33, 657:21, 658:9, 658:37, 659:4, 659:35, 660:10, 661:9, 662:19, 662:21, 662:27, 663:3, 664:15, 664:27, 665:4, 665:11, 665:15, 666:19, 666:20, 666:45, 667:4, 668:15, 668:20, 668:25, 668:37, 670:13, 670:40, 671:13, 671:14, 671:36, 672:14, 672:19, 672:26, 673:23, 673:31, 674:35, 674:40, 675:5, 675:11, 675:24, 676:45, 677:15, 677:21, 677:37, 677:42, 678:5, 678:10, 678:17, 678:21, 678:25, 678:39, 679:14, 679:19, 679:28, 681:6, 681:7, 681:10, 682:11, 682:37, 683:12, 683:27, 684:27, 685:18, 685:27, 685:30, 685:36, 686:22, 686:45, 687:7, 687:23, 687:43, 688:18, 688:21, 689:42
correctly [7] - 644:6, 646:30, 647:4, 651:12, 657:25, 666:43, 674:3
correlate [2] - 669:17, 669:28
Council [1] - 657:32
couple [4] - 657:24, 662:11, 664:27, 688:9
coupled [1] - 690:18
course [2] - 685:32, 688:20
Court [2] - 642:36
cover [1] - 651:36
coverage [2] - 653:6, 657:40
CRAWSHAW [4] - 680:31, 680:33, 682:9, 686:24
Crawshaw [2] - 681:45, 682:7
created [1] - 664:28
Creek [7] - 646:21, 646:22, 646:23, 646:28, 647:15, 671:16, 678:41
crews [2] - 676:11, 676:30
Cribb [1] - 678:4
Cribb's [2] - 644:46, 646:33
criteria [9] - 648:11, 662:20, 668:44, 677:2, 677:28, 677:29, 677:31, 678:11, 678:46
critical [51] - 648:21, 649:44, 649:47, 650:7, 650:10, 650:17, 650:29, 653:46, 657:15, 657:42, 657:43, 658:29, 658:46, 659:2, 659:12, 659:22, 659:24, 659:28, 659:45, 661:2, 661:14, 662:10, 662:11, 663:16, 663:33, 663:36, 663:39, 664:12, 664:30, 664:33, 664:40, 664:42, 664:45, 665:10, 665:38, 665:39, 665:41, 666:6, 666:44, 666:46, 668:12, 668:19, 688:38, 689:10, 689:16, 689:23, 689:33, 689:47, 690:14, 690:20
cross [2] - 659:18, 665:1
cross-purposes [1] - 665:1
cross-section [1] - 659:18
CSIs [4] - 677:24, 679:13, 679:14, 679:17
culture [12] - 651:9, 651:21, 651:24, 652:24, 652:32, 652:42, 653:27, 654:13, 654:43, 655:33, 656:2, 682:33
current [2] - 667:42, 690:15
cut [2] - 645:22, 681:45

D

d) [2] - 658:12, 658:20
Dann [1] - 680:27
DANN [1] - 680:29
Darren [1] - 646:22
data [5] - 682:29, 682:42, 682:43, 682:46, 683:9
dates [2] - 685:40, 685:41
days [2] - 670:43, 671:4
dealing [1] - 683:22
deals [1] - 671:26
December [5] - 666:22, 672:22, 672:40, 673:10, 687:36

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

decentralised [2] - 645:46, 654:14
decision [1] - 646:3
declaration [7] - 643:29, 643:38, 644:39, 651:8, 656:9, 668:40, 676:2
define [1] - 645:25
defined [2] - 650:39, 656:38
definitely [2] - 652:13, 690:9
deliverable [1] - 647:20
dense [1] - 671:30
depart [1] - 649:9
dependent [2] - 687:20, 687:21
depicted [2] - 672:44, 679:18
depiction [1] - 659:34
deputies [1] - 677:10
deputy [3] - 675:42, 677:9, 677:40
descending [1] - 656:45
describe [5] - 646:43, 659:40, 663:44, 670:35, 677:24
described [9] - 644:47, 650:35, 665:9, 666:42, 670:4, 672:11, 673:21, 673:29, 689:34
description [7] - 645:15, 648:6, 652:16, 652:36, 652:46, 655:26, 658:35
descriptors [1] - 674:19
designated [1] - 671:40
designed [2] - 645:28, 645:38
desired [1] - 652:42
detailed [1] - 674:6
details [2] - 644:2, 646:43
determine [2] - 677:32, 686:12
determined [1] - 676:36
develop [3] - 649:1, 655:18, 663:45
developed [10] - 648:17, 650:9, 657:35, 658:24, 663:18, 664:43, 665:31, 665:32, 665:34, 689:5
developing [1] - 665:36
development [4] - 658:19, 670:20, 676:43, 680:16
devices [1] - 676:14
devise [3] - 677:39, 677:44, 677:47
devised [2] - 648:45, 649:20
diagram [1] - 646:15
dictate [1] - 675:39
difference [1] - 645:15
different [10] - 653:23, 654:8, 654:13, 655:1, 660:28, 664:2, 664:27, 665:17, 668:47, 682:15
differentiation [1] - 670:47
differs [1] - 663:9
difficult [1] - 689:41
direct [6] - 647:18, 656:1, 660:19, 660:38, 660:39, 674:10
directing [1] - 673:47
directly [2] - 646:16, 684:41
director [9] - 645:17, 645:19, 645:21, 646:17, 647:17, 659:20, 675:34, 678:1, 686:18
directors [4] - 645:22, 645:23, 645:26, 678:3
discretion [2] - 662:44, 677:32
discuss [1] - 644:34
discussed [2] - 662:30, 678:47
discussion [2] - 647:18, 649:14
dispersed [1] - 664:23
display [4] - 648:1, 649:12, 649:16, 668:11
displayed [4] - 651:36, 661:7, 662:40, 667:39
dissemination [2] - 656:30, 675:14
distil [1] - 659:28
distinct [2] - 684:16, 684:18
distinction [1] - 669:41
distribution [2] - 645:8, 674:43
division [2] - 644:23, 644:24
document [59] - 643:36, 647:43, 647:47, 648:40, 649:9, 649:12, 649:16, 649:19, 649:42, 650:14, 651:34, 651:35, 651:36, 652:37, 653:42, 656:13, 656:15, 657:2, 657:10, 657:13, 657:26, 657:31, 658:17, 658:40, 659:38, 659:39, 663:11, 663:43, 664:10, 664:32, 664:37, 664:41, 665:10, 665:18, 665:28, 665:40, 666:17, 666:30, 667:1, 667:37, 668:11, 668:12, 669:10, 669:15, 669:33, 671:16, 671:17, 671:18, 671:25, 672:3, 673:41, 678:30, 678:32, 678:33, 679:3, 683:38, 686:38, 687:10, 687:27
documentation [4] - 650:40, 658:13, 658:15, 664:13
documented [1] - 648:17
documents [8] - 643:44, 661:41, 668:17, 668:23, 687:26, 690:34, 690:36, 690:38
dollar [1] - 686:26
DOLLAR [1] - 686:28
dollars [1] - 679:32
done [13] - 650:25, 650:30, 650:45, 650:46, 654:24, 670:22, 672:4, 672:33, 676:20, 677:36, 682:16, 689:19, 690:5
down [5] - 654:40, 656:45, 658:11, 676:34, 682:25
drainage [1] - 668:35
drawing [1] - 668:10
draws [1] - 687:16
drilled [1] - 682:24
driven [3] - 671:6, 674:18, 674:29
drives [1] - 676:7
drove [1] - 689:34
during [2] - 685:43, 686:2

E

EA [1] - 680:47
early [3] - 663:12, 689:7, 689:30
easier [1] - 644:30
easily [1] - 664:32
effect [1] - 652:18
elaborate [2] - 674:32, 682:1
elaboration [1] - 643:43
element [1] - 654:26
elements [6] - 648:10, 649:3, 652:32, 653:28, 654:27, 679:6
eligible [1] - 680:7
email [1] - 674:42
embrace [1] - 690:2
emergency [1] - 660:43
employ [1] - 676:19
employed [4] - 643:20, 684:19, 684:41, 684:42
employee [6] - 646:25, 653:7, 654:36, 654:40, 670:20, 671:1
employees [28] - 645:12, 651:42, 653:11, 654:6, 655:40, 655:44, 668:47, 670:15, 676:37, 679:26, 680:20, 681:20, 681:21, 684:1, 684:9, 684:10, 684:16, 684:17, 684:25, 684:26, 684:29, 684:40, 685:33, 685:34, 686:1, 686:2, 686:6
employer [2] - 644:13, 680:12
employment [3] - 669:45, 670:1, 686:12
enacted [1] - 665:37
end [5] - 648:10, 650:9, 665:46, 689:40, 690:17
engage [2] - 667:18, 667:19
engaged [1] - 655:20
engagement [1] - 659:15
engineering [5] - 684:9, 684:30, 684:34, 685:34, 686:1
enlarge [3] - 649:14, 656:20, 671:31
enlarged [3] - 649:24, 668:6, 671:32
ensure [4] - 646:10, 651:18, 657:19, 670:27
enterprise [4] - 679:27, 679:41, 681:2, 681:28
entirety [2] - 663:16, 689:44
entities [1] - 655:1
entitled [1] - 656:13
equivalents [3] - 655:42, 680:15, 685:12
erection [1] - 676:14
escalated [1] - 675:4
essentially [1] - 685:4
establish [4] - 645:34, 646:7, 648:16, 669:31
established [2] - 655:15, 655:16
Establishment [1] - 642:18
event [2] - 650:43, 653:36
evidence [2] - 690:27, 690:39
exactly [6] - 653:15, 653:19, 656:39, 670:33, 676:20, 688:25
example [18] - 646:16, 647:11, 648:14, 648:41, 655:28, 656:26, 659:16, 660:43, 660:47, 661:44, 664:6, 665:6, 668:2, 668:17, 670:17, 675:33, 677:14, 678:23
exceeded [1] - 679:36
excess [1] - 672:13
excused [1] - 690:27

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

executive [3] - 646:2, 646:38, 678:35
exercise [1] - 644:26
exhausted [1] - 667:22
existing [1] - 664:13
expect [6] - 658:13, 661:21, 663:38, 674:21, 679:17, 681:24
expectation [2] - 663:44, 679:36
expectations [6] - 647:16, 651:14, 651:15, 651:42, 652:17, 673:40
expected [3] - 661:6, 664:12, 673:28
expecting [2] - 678:45, 685:47
experience [1] - 669:39
experiences [1] - 688:41
expert [2] - 663:1, 667:18
experts [1] - 659:24
explain [4] - 644:14, 667:9, 676:7, 679:4
explaining [4] - 649:45, 663:9, 676:26, 678:31
explanation [1] - 659:34
explanatory [2] - 647:37, 653:3
explosion [11] - 659:8, 659:16, 660:7, 661:2, 663:32, 666:5, 666:9, 666:21, 666:31, 666:39, 667:45
extending [1] - 677:13
extends [1] - 653:7
extensive [1] - 675:29
eye [3] - 680:44, 681:3, 681:4

F

face [2] - 653:22, 670:20
facilitate [7] - 658:16, 658:19, 659:14, 659:22, 659:25, 663:19, 689:6
facilitated [2] - 659:17, 659:21
facilitating [1] - 663:15
facilitation [3] - 663:27, 689:8, 689:23
fact [7] - 649:32, 653:10, 654:24, 661:39, 675:18, 684:12, 687:5
failure [1] - 660:42
fair [6] - 652:19, 652:20, 685:7, 688:15, 688:29, 689:39
fairly [3] - 660:30, 672:41, 690:18
familiar [3] - 648:3, 657:6, 665:22
far [2] - 657:18, 688:45
fared [1] - 662:9
fashioned [1] - 678:11
fatal [15] - 653:31, 653:39, 653:46, 663:37, 665:18, 665:31, 665:36, 665:42, 666:3, 666:9, 666:35, 666:38, 667:6, 667:43, 667:44
fatalities [1] - 656:42
feature [3] - 661:46, 664:30, 664:45
features [2] - 664:25, 665:9
fed [1] - 689:32
feed [2] - 651:27, 652:18
feedback [3] - 656:1, 656:3, 656:7
feeds [1] - 656:29
felt [1] - 689:7
few [3] - 659:28, 670:25, 686:32
FHP [3] - 666:21, 666:31, 666:35
figure [3] - 662:33, 669:6, 684:11
figures [2] - 684:15, 685:16
filling [2] - 669:33, 676:10
filters [1] - 658:26
final [1] - 676:39
finally [1] - 663:43
fire [5] - 659:7, 659:16, 660:7, 666:9, 666:20
fires [4] - 666:4, 666:31, 666:39, 667:44
first [10] - 649:27, 652:22, 652:24, 652:28, 657:42, 657:44, 658:34, 681:9, 688:14, 688:41
firstly [1] - 643:13
fit [1] - 672:17
five [3] - 649:33, 656:33, 656:42
five-point [1] - 656:33
fixed [1] - 678:16
flammable [1] - 668:4
flexible [1] - 676:32
focus [1] - 678:11
focuses [1] - 648:36
follow [6] - 645:42, 646:9, 653:3, 657:31, 671:12, 675:22
follow-up [1] - 646:9
followed [1] - 645:32
following [3] - 647:20, 654:19, 683:38
forgive [1] - 672:37
form [3] - 651:3, 661:14, 669:33
form-filling [1] - 669:33
formal [2] - 654:29, 675:36
formally [1] - 675:17
format [2] - 668:11, 668:24
formed [1] - 661:43
forth [4] - 645:44, 648:21, 662:30, 668:36
forward [2] - 666:8, 690:16
forwarded [1] - 666:4
framework [4] - 645:34, 645:46, 646:5, 654:16
front [9] - 644:40, 648:11, 653:1, 657:45, 663:11, 666:1, 666:21, 666:29, 671:22
frontline [1] - 675:41
full [7] - 643:17, 655:42, 658:45, 676:4, 680:15, 685:12, 689:46
full-time [4] - 655:42, 676:4, 680:15, 685:12
function [9] - 644:22, 644:26, 645:5, 645:24, 646:29, 661:40, 663:5, 663:9, 688:11
functional [1] - 645:22
future [1] - 674:21

G

gas [4] - 659:16, 664:6, 666:13, 668:4
gather [1] - 674:37
GCAA [42] - 644:35, 645:12, 645:40, 645:43, 646:10, 646:17, 646:25, 646:34, 648:45, 648:46, 649:5, 649:16, 649:20, 651:4, 651:20, 652:12, 652:32, 654:20, 656:21, 658:16, 658:18, 658:30, 658:42, 659:3, 659:11, 660:8, 660:18, 660:39, 663:34, 665:13, 665:32, 667:16, 672:34, 673:44, 675:15, 676:43, 677:30, 678:41, 678:43, 687:26, 687:33, 687:41
general [5] - 643:24, 645:1, 645:16, 645:23, 678:3
generic [1] - 654:9
George [1] - 642:37
given [13] - 648:41, 652:17, 659:29, 661:30, 662:7, 662:39, 663:31, 669:15, 675:3, 677:27, 678:23, 678:30, 684:15
Glencore [18] - 643:20, 644:3, 644:6, 644:13, 644:16, 645:35, 646:39, 652:17, 653:17, 654:5, 654:9, 654:36, 655:12, 670:26, 675:27, 676:32, 686:43
Glencore's [7] - 644:14, 645:33, 650:40, 656:38, 665:6, 668:23, 671:45
glitch [1] - 674:4
goals [1] - 651:47
governance [2] - 644:2, 688:10
graphic [1] - 653:2
group [1] - 689:11
guess [39] - 645:18, 645:24, 645:37, 645:45, 646:3, 646:5, 647:16, 647:18, 647:21, 649:6, 653:27, 653:29, 654:12, 654:38, 656:1, 657:13, 657:42, 659:14, 663:12, 665:33, 665:40, 669:20, 669:22, 669:23, 669:27, 672:1, 673:38, 676:10, 676:29, 677:30, 682:11, 682:12, 682:30, 682:41, 685:11, 689:1, 689:18, 689:22, 690:1
guessing [1] - 684:45

H

half [8] - 652:16, 652:38, 657:23, 657:38, 658:34, 659:33, 665:26, 668:1
hand [6] - 656:20, 667:47, 668:5, 671:34, 686:6, 686:7
Hassall [2] - 688:47, 689:20
hazard [60] - 650:3, 653:39, 653:46, 656:41, 658:30, 659:29, 660:3, 660:6, 660:8, 660:14, 660:17, 660:20, 660:24, 660:37, 661:4, 661:12, 661:14, 661:20, 661:30, 661:41, 662:8, 662:41, 663:10, 663:22, 663:31, 663:34, 663:37, 663:40, 663:45, 664:4, 664:5, 664:6, 664:19, 664:22, 664:24, 664:28, 664:31, 664:38, 664:39, 664:46, 665:2, 665:3, 665:18, 665:31, 665:36, 665:37, 665:42, 666:3,

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

666:35, 666:38, 667:6, 667:44, 668:14, 668:29, 668:35, 669:3, 669:11, 669:44, 689:26, 690:15
Hazard [1] - 661:8
Hazards [1] - 657:2
hazards [20] - 649:46, 657:14, 657:27, 657:38, 657:39, 657:41, 658:4, 658:26, 659:6, 659:13, 662:1, 663:16, 663:28, 664:18, 664:19, 665:29, 666:9, 666:18, 668:46, 682:14
headed [3] - 649:14, 653:23, 656:21
heading [9] - 651:7, 660:2, 661:7, 665:26, 666:12, 671:41, 672:2, 672:5, 686:47
headings [5] - 673:39, 673:46, 674:10, 674:17, 674:24
health [18] - 643:24, 647:36, 647:41, 647:43, 648:2, 648:7, 648:9, 648:26, 648:31, 649:26, 649:44, 650:34, 651:3, 652:2, 656:37, 658:22, 687:37, 688:14
Health [1] - 642:15
hear [2] - 643:13, 673:3
heard [1] - 683:4
help [1] - 666:34
high [13] - 650:35, 659:15, 671:44, 671:47, 672:6, 672:26, 672:30, 673:15, 674:14, 674:23, 674:41, 682:27
High [1] - 671:40
high-level [1] - 682:27
higher [4] - 671:25, 673:47, 675:6, 675:7
higher-level [1] - 673:47
highlight [1] - 667:47
hire [14] - 654:6, 655:38, 655:42, 670:15, 671:2, 680:1, 680:6, 681:20, 681:29, 684:2, 684:16, 684:33, 684:43, 686:6
history [1] - 665:32
hmm [3] - 669:35, 670:29, 678:36
holding [1] - 644:7
Holdings [5] - 646:21, 646:22, 646:23, 646:29, 647:15
honest [1] - 676:36
housed [3] - 664:33, 665:42, 680:9
HPI [8] - 671:40, 672:9, 672:11, 672:43, 673:10, 674:44, 686:44, 687:20
HPIs [3] - 686:40, 687:1, 687:19
HPRI [4] - 648:22, 650:35, 650:44
HPRIs [1] - 651:2
HSEC [11] - 648:15, 648:41, 648:46, 649:1, 661:19, 661:43, 661:44, 662:1, 662:23, 679:7, 679:21
hundred [1] - 685:41
hypothetical [1] - 678:23

I

ICAM [3] - 672:6, 674:33, 687:45
ICMM [1] - 689:18
idea [2] - 654:4, 665:45
identical [1] - 668:44
identification [3] - 659:2, 659:45, 688:38
identified [21] - 649:26, 649:47, 650:19, 657:9, 657:39, 658:5, 661:1, 663:25, 663:28, 663:33, 663:39, 664:30, 664:43, 668:4, 670:21, 671:35, 676:12, 676:15, 677:23, 689:11, 689:35
identifies [4] - 651:41, 665:34, 665:38, 670:18
identify [8] - 645:31, 654:6, 657:14, 659:11, 659:21, 659:23, 664:25, 672:3
identifying [3] - 670:36, 672:33, 682:32
ignition [2] - 659:16, 666:13
illustrates [1] - 649:36
illustration [1] - 649:25
implement [8] - 645:27, 645:37, 645:42, 646:13, 649:6, 654:16, 658:21, 689:41
implementation [19] - 645:27, 645:44, 646:10, 649:21, 651:20, 654:3, 654:21, 654:44, 656:6, 658:40, 658:42, 658:44, 658:46, 662:8, 663:13, 663:15, 663:17, 663:19, 664:23
implemented [5] - 650:1, 654:12, 658:29, 689:45
important [3] - 654:28, 661:18, 690:22
imposed [1] - 671:33
imposing [1] - 645:40
improvement [1] - 690:9
inasmuch [1] - 653:23
incident [60] - 650:19, 650:36, 656:26, 656:30, 656:36, 657:10, 657:12, 657:17, 666:2, 666:28, 666:32, 666:40, 669:3, 669:11, 669:34, 669:40, 669:44, 671:8, 671:10, 671:13, 671:18, 671:44, 671:46, 671:47, 672:1, 672:6, 672:21, 672:24, 672:34, 672:40, 672:42, 673:9, 673:11, 673:15, 673:20, 673:21, 673:30, 673:42, 674:4, 674:5, 674:26, 674:27, 674:31, 674:32, 674:37, 674:40, 674:41, 674:44, 674:47, 675:5, 675:9, 675:12, 675:18, 675:21, 675:31, 682:16, 683:4, 683:5, 687:36, 687:38
Incident [4] - 671:40, 672:30, 674:14, 674:23
incidents [8] - 668:46, 671:35, 672:25, 672:27, 682:14, 682:44, 687:2, 687:6
include [3] - 681:38, 682:4, 682:22
included [8] - 651:47, 659:17, 661:32, 661:41, 666:23, 672:16, 677:11, 682:12
includes [4] - 653:35, 666:6, 667:6, 685:20
including [3] - 644:19, 645:23, 674:13
inclusive [1] - 644:18
incorporated [3] - 664:13, 664:14, 673:45
incorporates [1] - 672:10
indeed [2] - 661:15, 678:10
index [16] - 647:36, 647:42, 647:43, 648:2, 648:7, 648:9, 648:21, 648:26, 649:27, 649:44, 650:6, 650:35, 651:3, 652:2, 661:19, 688:15
indicate [2] - 657:40, 674:28
indication [2] - 669:37, 682:42
indicator [6] - 669:24, 669:28, 682:27, 683:20, 688:20, 690:20
indicators [9] - 655:26, 682:27, 683:7, 688:16, 688:24, 688:26, 688:30, 688:34
individual [7] - 649:1, 654:40, 656:7, 663:14, 677:27, 678:12, 679:10
individual's [3] - 648:36, 656:3, 661:15
individuals [2] - 661:46, 677:33
induction [5] - 654:9, 654:10, 655:33, 655:35, 670:3
industrial [1] - 644:17
industry [2] - 688:43, 690:1
inference [1] - 669:21
inferring [1] - 673:43
inform [2] - 656:25, 671:11
informal [1] - 669:37
information [4] - 643:30, 658:21, 663:18, 675:36
informed [1] - 679:43
infrastructure [1] - 681:15
initial [2] - 675:38, 688:45
injured [1] - 682:18
injury [2] - 648:31, 682:17
input [1] - 657:44
INQUIRY [2] - 642:11, 690:46
Inquiry [1] - 642:18
inquiry [4] - 643:12, 666:14, 675:8, 690:43
insofar [1] - 658:40
instance [4] - 652:9, 652:28, 675:26, 678:42
integrate [1] - 665:45
integrated [4] - 663:37, 664:17, 689:18, 690:19
intended [6] - 652:41, 653:26, 657:11, 657:18, 657:31, 659:27
intention [1] - 688:23
intentional [1] - 664:15
interest [1] - 648:31
interested [2] - 681:15, 688:10
interests [1] - 646:28
intermediate [3] - 672:32, 687:42, 687:46

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

internally [2] - 689:4, 689:8
international [1] - 644:10
International [1] - 657:32
interpret [1] - 648:6
interrelationship [1] - 665:28
interrupt [1] - 664:36
introduce [1] - 654:10
investigation [20] - 671:11, 672:3, 672:23, 672:24, 672:32, 673:22, 673:24, 673:42, 674:1, 674:6, 674:8, 674:11, 674:33, 675:7, 687:1, 687:10, 687:19, 687:31, 687:42, 687:45
investigations [2] - 671:26, 674:29
involve [1] - 669:39
involved [4] - 647:10, 679:27, 681:25, 686:13
issue [3] - 682:14, 682:43, 684:11
issued [1] - 669:21
issues [2] - 656:29, 689:14
item [2] - 648:40, 656:45
items [1] - 651:13
itself [1] - 675:9

J

job [2] - 645:8, 678:11
Joe [1] - 683:41
June [1] - 685:38
jurisdictions [2] - 644:20, 646:40

K

keeping [1] - 679:42
kept [1] - 665:8
key [7] - 652:4, 652:32, 653:28, 653:33, 654:27, 661:18
kind [7] - 648:42, 655:39, 668:45, 669:10, 669:15, 669:32, 674:38
known [1] - 665:2
KPI [2] - 647:43, 648:2
KPIs [11] - 652:5, 652:6, 655:16, 655:18, 655:22, 661:22, 661:47, 662:29, 677:24, 679:8, 688:24
KRAs [1] - 661:18
Kylie [2] - 643:3, 643:17
KYLIE [1] - 643:8

L

labour [22] - 654:6, 655:38, 655:42, 670:15, 670:26, 671:2, 676:4, 676:8, 676:19, 676:27, 676:29, 676:33, 680:1, 680:6, 680:13, 681:20, 681:29, 684:2, 684:16, 684:33, 684:43, 686:5
lagging [4] - 688:20, 688:21, 688:24, 688:26
large [1] - 676:26
largely [1] - 685:34
last [6] - 654:30, 665:47, 666:40, 680:41, 685:30, 690:13
latter [1] - 686:20
leader [1] - 660:22
leadership [5] - 652:7, 652:9, 652:12, 660:31, 662:30
leading [5] - 688:16, 688:23, 688:25, 688:30, 688:34
learning [1] - 675:14
learnings [2] - 675:19, 675:21
least [5] - 649:27, 649:33, 650:18, 676:26, 677:20
left [4] - 649:14, 656:20, 665:26, 671:34
left-hand [2] - 656:20, 671:34
legislation [1] - 664:7
legislative [2] - 672:1, 672:11
lesser [1] - 672:24
letting [1] - 674:43
level [48] - 646:10, 647:15, 647:17, 648:45, 658:13, 658:16, 658:28, 658:31, 659:3, 659:19, 659:20, 660:10, 660:18, 660:22, 660:39, 663:19, 665:3, 665:14, 671:26, 671:46, 672:23, 673:23, 673:47, 674:8, 674:11, 675:7, 675:12, 675:31, 675:39, 676:19, 677:9, 677:13, 677:36, 677:40, 678:3, 678:35, 678:38, 678:41, 678:43, 681:24, 681:25, 682:27, 687:10, 687:19, 687:30, 687:42, 687:45
levels [4] - 648:46, 660:28, 677:6, 678:15
life [1] - 654:13
likely [1] - 661:21
likewise [1] - 677:44
Limited [3] - 643:21, 646:21, 647:15
line [4] - 650:8, 650:10, 672:34, 675:45
lines [1] - 660:42
linking [1] - 672:27
list [6] - 653:6, 663:32, 668:3, 690:34, 690:35, 690:38
listed [10] - 645:9, 645:31, 647:5, 652:47, 658:12, 658:19, 658:39, 661:6, 671:34, 679:9
listing [1] - 674:43
lists [3] - 652:32, 653:42, 668:12
lock [2] - 685:38, 685:43
lock-out [2] - 685:38, 685:43
logo [5] - 664:29, 664:43, 665:8, 668:18, 668:30
longwall [2] - 670:21, 680:16
look [19] - 643:44, 653:36, 654:38, 658:17, 661:42, 662:42, 663:32, 666:8, 667:37, 668:5, 668:34, 671:27, 673:43, 676:35, 679:5, 680:2, 682:11, 682:17, 683:47
looked [10] - 652:47, 657:1, 658:8, 659:6, 665:29, 668:3, 671:9, 672:18, 672:22, 681:9
looking [17] - 645:5, 648:40, 649:9, 649:43, 653:3, 657:9, 658:11, 659:2, 666:24, 666:26, 668:39, 678:45, 679:41, 682:4, 682:31, 688:15, 690:8
looks [3] - 649:11, 650:29, 659:41
lose [1] - 673:13
lost [3] - 655:6, 668:7, 672:46
lower [3] - 672:23, 675:31, 677:40
lower-level [2] - 672:23, 675:31
lowest [1] - 677:9

M

Magistrates [1] - 642:36
majority [2] - 668:28, 674:46
manage [1] - 664:19
managed [1] - 664:18
Management [1] - 656:21
management [38] - 645:18, 647:6, 647:9, 647:10, 647:27, 653:14, 653:31, 657:26, 658:22, 658:30, 659:19, 661:36, 662:29, 663:40, 663:46, 664:4, 664:5, 664:7, 664:20, 664:28, 664:31, 664:38, 664:39, 664:46, 665:2, 665:3, 668:23, 668:29, 668:35, 677:6, 677:32, 678:16, 678:35, 685:8, 685:20, 689:27, 690:14, 690:15
management" [1] - 656:14
manager [16] - 643:24, 645:16, 646:1, 654:36, 659:20, 660:35, 660:38, 660:40, 660:41, 660:44, 662:40, 662:45, 663:25, 670:20, 675:44, 677:39
manager's [2] - 649:37, 662:6
managerial [12] - 652:5, 652:6, 661:17, 661:22, 661:47, 679:8, 679:14, 684:35, 684:41, 684:42, 684:46, 684:47
managers [6] - 645:1, 645:24, 651:42, 675:33, 678:3, 686:17
mandatory [3] - 648:22, 667:20, 669:32
March [1] - 685:39
Martin [6] - 642:26, 643:3, 667:28, 680:29, 686:28, 690:33
matrix [6] - 656:19, 656:25, 657:9, 671:9, 671:11, 672:18
Matrix" [1] - 656:21
matter [6] - 659:24, 670:19, 686:7, 686:16, 686:17, 690:33
matters [2] - 649:25, 682:35
Maureen [2] - 688:47, 689:20
mean [1] - 669:42
measurable [2] - 651:27, 651:46
measure [12] - 647:42, 648:36, 650:29, 650:45, 651:2, 651:3, 651:13, 651:14, 651:18, 661:40, 668:18, 688:33
measured [2] - 649:28, 649:37
measures [17] - 646:44, 647:4, 647:14, 647:22, 647:23, 647:25,

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

647:26, 648:25, 648:27, 651:8, 652:1, 657:11, 657:26, 665:13, 666:42, 673:29, 674:15
measuring [1] - 688:17
mechanics [1] - 659:37
mechanism [2] - 658:41, 675:26
meet [1] - 654:25
meeting [1] - 675:34
meetings [2] - 655:14, 655:15
Member [2] - 642:27, 642:30
mention [1] - 647:41
mentioned [4] - 648:22, 651:6, 687:9, 690:6
mentoring/coaching [1] - 689:1
merely [1] - 687:20
met [1] - 646:11
Metals [1] - 657:33
methane [1] - 668:35
method [1] - 679:42
methodology [2] - 657:32, 657:34
methods [1] - 657:25
metre [1] - 679:32
might [14] - 644:34, 654:47, 655:9, 655:27, 660:43, 661:31, 662:7, 662:29, 662:39, 675:27, 675:39, 677:44, 678:30, 683:37
mind [3] - 649:45, 663:9, 684:47
mine [9] - 660:34, 661:3, 675:44, 677:39, 684:1, 684:26, 684:29, 685:16, 685:34
mines [1] - 675:27
mining [2] - 644:24, 660:40
MINING [1] - 642:11
Mining [2] - 642:15, 657:32
missed [1] - 673:46
missing [5] - 646:20, 672:28, 679:10, 679:12, 679:16
mmm-hmm [3] - 669:35, 670:29, 678:36
model [11] - 645:46, 651:21, 651:24, 652:24, 654:7, 654:10, 654:13, 654:15, 654:43, 655:34, 656:2
model" [1] - 651:9
moderate [1] - 672:34
moment [3] - 649:10, 658:45, 661:12
Monday [2] - 690:41, 690:44
MONDAY [1] - 690:47
monitor [2] - 658:42, 658:44
monitored [1] - 665:13
monitoring [3] - 660:26, 667:2, 689:15
monthly [3] - 656:5, 662:10, 675:18
months [2] - 647:20, 656:1
most [1] - 659:7
move [4] - 657:1, 667:38, 671:8, 676:1
moved [2] - 655:47, 656:4
moving [1] - 662:47
multiple [1] - 656:42

N

name [5] - 643:17, 644:47, 645:4, 645:8, 646:33
nature [2] - 671:11, 675:21
necessarily [8] - 654:39, 661:26, 663:28, 666:44, 666:45, 674:10, 674:27, 683:20
need [10] - 649:4, 649:5, 650:25, 650:30, 670:36, 675:45, 676:18, 678:27, 680:2, 690:7
needed [6] - 663:14, 675:3, 689:3, 689:34, 689:37, 689:45
needs [3] - 660:22, 660:44, 670:17
negotiations [1] - 681:23
new [3] - 670:12, 689:24, 689:47
next [9] - 652:45, 653:21, 658:33, 660:12, 663:1, 664:44, 665:17, 670:3, 676:1
Nicholls [2] - 646:16, 686:20
Nicholls' [1] - 646:29
nine [1] - 657:31
nine-step [1] - 657:31
nobody [1] - 657:17
nonetheless [2] - 664:22, 674:37
normally [1] - 660:34
North [14] - 646:15, 647:11, 655:29, 660:47, 666:2, 670:17, 670:23, 676:9, 680:15, 681:6, 681:30, 683:41, 684:26, 684:41
note [1] - 664:11
notes [1] - 653:3
nothing [1] - 688:1
Notice [1] - 642:18
notwithstanding [3] - 670:25, 672:2, 672:16
number [11] - 647:40, 654:8, 656:25, 658:11, 669:44, 669:47, 676:12, 682:15, 682:25, 684:44, 687:25
numbers [3] - 684:18, 685:12, 685:21

O

Oaky [21] - 646:15, 646:21, 646:22, 646:23, 646:28, 647:11, 647:15, 655:29, 660:47, 666:2, 670:17, 670:23, 671:16, 676:9, 678:41, 680:15, 681:6, 681:30, 683:41, 684:26, 684:41
object [2] - 648:30, 657:12
objective [1] - 648:37
observation [1] - 669:39
obvious [1] - 668:34
obviously [2] - 665:44, 683:17
occupant [1] - 660:35
occupy [2] - 643:24, 661:36
occur [2] - 657:20, 675:46
occurred [2] - 674:44, 685:38
occurrence [3] - 669:34, 673:11, 675:14
occurring [3] - 669:25, 683:4, 683:5
occurs [2] - 661:24, 672:12
OCH [1] - 678:43
OCH.504.001.0001 [1] - 678:32
OCH.504.001.0003 [2] - 648:1, 649:43
OCH.504.001.0005 [1] - 651:35
OCH.505.002.0001 [2] - 671:21, 686:37
OCH.507.001.0105 [1] - 667:38
OCH.507.001.0107 [1] - 665:21
OCH.507.001.0151 [1] - 656:15
OCH.507.001.0208 [1] - 657:5
OCH.507.001.0298 [1] - 649:13
OCH.507.002.0001 [1] - 643:37
OF [2] - 642:11, 690:46
offers [1] - 658:35
office [1] - 685:4
officer [4] - 646:34, 646:38, 647:19, 660:40
officer's [1] - 660:19
officers [1] - 647:14
often [1] - 661:46
omit [1] - 674:22
once [1] - 660:21
one [40] - 644:16, 649:24, 651:15, 653:28, 654:28, 654:38, 656:25, 660:7, 660:8, 660:18, 662:23, 664:5, 665:28, 665:40, 666:3, 666:8, 666:23, 666:26, 667:37, 669:25, 669:34, 671:27, 672:11, 675:33, 677:44, 678:30, 681:2, 682:17, 682:24, 682:27, 685:5, 686:6, 688:25, 689:14, 689:17, 689:22, 690:13, 690:20, 690:33
ones [2] - 647:30, 659:7
ongoing [1] - 676:18
onwards [1] - 659:39
open [1] - 645:22
open-cut [1] - 645:22
operate [1] - 645:47
operating [8] - 646:34, 647:19, 660:18, 660:39, 672:31, 673:40, 676:11, 676:30
operation [24] - 646:4, 648:42, 649:1, 649:4, 649:21, 653:17, 653:45, 654:5, 654:36, 660:9, 660:23, 660:24, 663:45, 664:40, 667:12, 667:17, 667:19, 669:46, 672:12, 675:32, 676:22, 685:1, 685:13, 686:13
operation's [3] - 658:40, 658:42, 677:32
operational [5] - 649:6, 660:10, 660:22, 677:36, 681:25
operationally [1] - 676:36
operations [42] - 644:10, 644:18, 645:20, 645:21, 645:22, 645:33, 645:36, 645:37, 645:41, 645:47, 646:1, 646:17, 648:12, 648:16, 648:47, 650:6, 651:18, 651:19, 651:32, 654:12, 654:14, 654:44, 655:47, 658:18, 659:15, 659:19, 659:20, 660:21, 660:38, 662:44, 665:6, 668:32, 669:25, 675:33, 675:35, 678:1, 680:16, 686:17,

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

686:18
Operator [9] - 656:14, 658:2, 659:32, 665:21, 667:47, 671:21, 678:31, 683:38, 686:36
operator [10] - 643:36, 646:20, 647:47, 649:11, 651:35, 651:39, 657:5, 657:37, 659:19, 667:38
operator's [1] - 646:22
operators [1] - 684:38
opportunities [1] - 690:10
opportunity [1] - 690:17
opposed [3] - 672:5, 674:18, 674:25
orange [1] - 673:18
organisation [3] - 645:25, 660:45, 688:11
organisational [2] - 645:6, 653:32
origin [1] - 654:11
otherwise [1] - 679:21
outcomes [4] - 651:27, 652:19, 660:16, 689:18
output [1] - 688:30
outside [1] - 684:12
outsourced [2] - 654:47, 655:9
over-represented [1] - 682:19
overall [1] - 669:17
oversight [3] - 645:43, 654:21, 660:24
oversighting [1] - 660:20
oversimplifying [1] - 645:30
overusing [1] - 668:31
own [5] - 649:1, 649:4, 655:44, 684:37, 685:22
owner [12] - 660:3, 660:14, 660:17, 660:28, 661:20, 661:30, 662:41, 663:10, 663:22, 663:29, 664:22, 664:24
Owner [1] - 661:8
owner's [1] - 661:13
owners [5] - 660:8, 660:14, 660:38, 661:41, 663:20

P

package [1] - 688:42
page [49] - 644:1, 644:38, 646:33, 646:43, 647:41, 651:39, 651:40, 652:15, 652:16, 652:33, 652:37, 652:38, 652:45, 653:1, 653:21, 653:26, 656:19, 656:20, 656:21, 657:23, 657:24, 657:37, 657:38, 658:2, 658:11, 658:33, 658:35, 659:32, 659:33, 659:39, 660:2, 660:12, 663:44, 664:11, 665:25, 665:26, 666:12, 668:1, 668:5, 671:22, 671:30, 671:34, 673:27, 686:38, 687:15
paragraph [17] - 646:47, 648:7, 651:7, 651:13, 651:41, 651:46, 658:3, 668:43, 669:6, 670:7, 676:2, 676:41, 681:33, 683:22, 683:33, 683:35, 683:47
paragraphs [2] - 668:39, 670:43
part [27] - 644:17, 644:23, 649:37, 651:3, 651:34, 654:43, 655:35, 656:1, 657:35, 658:47, 659:38, 661:14, 661:43, 661:47, 663:13, 664:10, 666:29, 667:12, 668:12, 668:25, 681:12, 681:14, 685:5, 687:9, 689:20
participate [2] - 671:3, 671:4
participation [1] - 676:11
particular [12] - 644:26, 646:4, 648:37, 650:2, 650:6, 651:16, 654:46, 661:20, 669:43, 671:45, 674:24, 675:11
particularly [1] - 664:11
parties [2] - 667:14, 690:35
parts [1] - 643:42
party [5] - 667:7, 667:10, 667:11, 667:15, 667:17
pause [1] - 643:44
payments [1] - 680:7
people [16] - 644:47, 647:10, 659:18, 661:36, 664:44, 670:15, 670:27, 681:24, 684:37, 685:22, 688:43, 689:5, 689:14, 689:25, 689:31, 690:8
people's [1] - 675:36
per [7] - 648:20, 672:17, 674:45, 679:32, 684:18, 684:45, 685:41
percentage [2] - 679:16, 684:18
percentages [1] - 684:25
perform [3] - 670:19, 676:13, 676:28
performance [42] - 647:5, 647:26, 648:35, 649:38, 650:30, 651:32, 651:47, 652:4, 654:33, 654:37, 654:39, 655:4, 655:12, 655:29, 655:30, 655:39, 655:46, 656:4, 660:26, 661:11, 661:13, 661:15, 661:27, 661:31, 661:32, 661:40, 661:41, 662:2, 662:6, 662:13, 662:16, 662:20, 662:26, 676:40, 676:43, 676:44, 679:7, 679:22, 681:15, 689:32
performance-based [1] - 676:40
performing [1] - 670:23
performs [1] - 676:27
perhaps [14] - 647:36, 649:36, 651:39, 652:36, 656:12, 659:7, 665:17, 665:25, 666:12, 671:25, 673:18, 678:27, 679:4, 690:41
period [5] - 662:12, 662:13, 685:26, 685:32, 685:44
periodic [1] - 670:44
permanent [9] - 684:1, 684:10, 684:15, 684:24, 684:26, 684:29, 685:33, 686:1, 686:6
person [5] - 652:25, 660:23, 661:1, 663:23, 680:44
person's [1] - 661:30
personal [3] - 653:29, 655:29, 688:27
personally [1] - 689:14
personnel [1] - 688:46
persons [4] - 655:13, 655:37, 671:33, 684:42
perspective [4] - 649:6, 653:27, 653:32, 663:38
pertaining [1] - 653:28
phase [2] - 656:6, 663:13
PHMPs [2] - 665:7, 668:17
pick [2] - 664:40, 665:7
picked [2] - 658:28, 688:34
piece [3] - 665:47, 671:9, 679:9
pieces [1] - 654:27
pivotal [1] - 659:30
place [9] - 652:22, 654:31, 666:3, 666:27, 666:32, 666:39, 681:16, 681:23, 682:40
places [2] - 652:24, 668:34
Plan [1] - 648:41
plan [28] - 648:15, 648:16, 648:42, 648:46, 649:1, 649:2, 649:5, 649:10, 649:16, 649:26, 649:29, 649:39, 651:19, 658:30, 661:43, 661:44, 662:1, 663:41, 663:46, 664:6, 664:7, 664:28, 664:31, 664:39, 665:2, 665:3, 689:27
planned [2] - 648:19, 649:3
planning [1] - 659:44
plans [8] - 651:47, 664:4, 664:20, 664:39, 664:46, 668:29, 668:35, 690:15
plc [1] - 644:6
pleasing [1] - 669:27
plus [1] - 684:2
point [10] - 644:34, 647:30, 654:30, 654:41, 656:33, 657:46, 664:10, 674:13, 676:2, 682:24
pointed [1] - 686:47
points [2] - 683:9, 689:35
portfolio [1] - 645:36
position [3] - 643:24, 661:36, 671:33
possible [1] - 683:17
Potential [4] - 671:40, 672:30, 674:14, 674:23
potential [25] - 650:35, 668:30, 669:23, 671:44, 671:47, 672:1, 672:4, 672:6, 672:27, 672:28, 672:33, 673:15, 673:42, 674:18, 674:28, 674:34, 674:41, 675:6, 675:12, 675:28, 675:38, 682:13, 682:43, 687:17, 687:32
potentially [3] - 669:47, 675:32, 682:32
practice [1] - 672:31
predated [1] - 666:18
preparation [1] - 674:5
prepared [2] - 643:29, 674:32
prescribed [1] - 690:15
present [3] - 674:19, 685:1, 685:34
presents [1] - 686:38
presumably [3] - 664:24, 681:4,

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

681:19
presume [1] - 684:24
pretty [1] - 665:22
preventing [1] - 657:12
previous [2] - 649:42, 668:3
previously [1] - 665:29
primary [1] - 652:25
principal [7] - 664:4, 664:18, 664:19, 665:3, 668:29, 668:35, 690:15
priority [1] - 652:25
problem [2] - 643:38, 667:33
procedure [2] - 673:45
procedures [2] - 687:33, 687:41
proceedings [2] - 681:5, 690:34
process [35] - 653:23, 653:29, 653:30, 653:35, 654:26, 654:28, 654:39, 655:35, 658:47, 659:14, 659:21, 659:27, 659:34, 662:47, 663:2, 664:17, 665:39, 665:41, 668:14, 668:22, 669:1, 670:4, 675:30, 676:41, 677:20, 679:6, 688:27, 688:39, 688:43, 689:6, 689:18, 689:24, 689:43, 689:47
process" [1] - 653:42
processes [8] - 645:26, 645:28, 645:31, 645:40, 656:25, 666:17, 672:44, 687:26
Prodeco [1] - 644:19
product [1] - 668:13
production [11] - 679:27, 679:32, 679:36, 679:43, 680:16, 684:8, 684:30, 684:33, 684:37, 685:33, 686:1
profile [6] - 669:45, 670:1, 676:3, 677:39, 677:47, 686:12
program [4] - 646:13, 667:5, 690:19, 690:21
progress [3] - 648:18, 658:45, 668:27
progressively [1] - 668:22
project [8] - 657:35, 657:43, 657:47, 663:12, 663:17, 665:37, 666:18, 668:25
projects [1] - 661:45
proportion [2] - 669:17, 676:33
protocol [22] - 650:18, 650:20, 650:23, 653:36, 653:39, 656:26, 657:41, 659:41, 660:16, 664:8, 664:23, 664:26, 665:18, 665:30, 666:1, 666:18, 666:35, 666:38, 667:1, 667:43, 667:44, 668:14
protocols [8] - 650:13, 650:31, 653:46, 663:37, 665:31, 665:36, 666:3, 667:6
provide [5] - 644:34, 645:46, 646:4, 646:5, 676:29
provided [7] - 648:47, 655:38, 677:34, 678:32, 683:30, 683:34, 685:13
provider [2] - 670:27, 680:13
providers [4] - 670:27, 680:3, 681:30, 684:43
provides [2] - 677:30, 688:11
Pty [3] - 643:20, 646:21, 647:15
purpose [4] - 651:41, 654:11, 669:42, 681:5
purposes [3] - 656:38, 665:1, 667:18
pursuant [2] - 650:19, 650:31
put [6] - 648:1, 649:15, 651:7, 651:16, 651:17, 682:25

Q

QLD [1] - 642:37
qualify [1] - 666:44
quality [1] - 671:12
quantifying [1] - 672:27
Queensland [4] - 646:1, 664:3, 672:12, 688:47
QUEENSLAND [1] - 642:11
questions [8] - 660:26, 680:29, 686:11, 686:24, 686:28, 686:32, 688:10, 690:24
quickly [1] - 664:25
quite [8] - 646:12, 665:32, 667:4, 672:37, 675:29, 682:26, 689:24, 689:30

R

raised [1] - 683:3
raising [1] - 682:15
range [2] - 644:47, 645:9
rates [1] - 682:17
reached [2] - 678:20, 679:44
read [3] - 664:41, 674:46, 683:40
reading [3] - 684:5, 684:6
reads [1] - 659:12
realistically [1] - 669:42
really [10] - 651:31, 653:2, 657:18, 661:29, 662:15, 662:38, 663:17, 669:30, 690:1, 690:20
reason [1] - 673:19
reasons [1] - 651:15
receive [1] - 680:16
received [3] - 681:17, 682:4, 682:20
recognise [4] - 649:15, 653:32, 656:15, 664:45
recognised [2] - 663:13, 664:16
recognising [2] - 689:1, 689:47
recommend [1] - 690:13
red [8] - 671:31, 671:32, 671:35, 672:44, 673:12, 673:28, 673:29, 674:22
reduction [1] - 648:32
refer [6] - 647:9, 651:8, 661:44, 665:2, 670:42, 676:41
referable [2] - 668:18, 679:17
reference [9] - 644:34, 649:45, 658:8, 659:38, 665:8, 671:46, 675:43, 676:43, 686:40
referenced [2] - 643:45, 658:15
referencing [1] - 671:47
referral [1] - 672:26
referred [8] - 649:20, 650:17, 652:23, 655:43, 683:33, 686:20, 687:10, 690:36
referring [6] - 664:31, 664:37, 668:4, 679:5, 684:8, 687:14
refers [5] - 651:46, 658:3, 658:4, 666:13, 687:16
refine [1] - 690:5
refined [1] - 690:7
refinement [1] - 668:30
reflect [2] - 650:7, 674:25
reflected [2] - 652:28, 662:6
reflective [5] - 645:18, 663:17, 664:6, 673:39, 673:42
refresher [3] - 670:44, 671:5
regard [1] - 654:28
regarded [1] - 651:14
regards [10] - 645:47, 647:19, 651:20, 666:30, 675:8, 681:16, 681:25, 682:43, 683:1, 689:19
regulation [4] - 665:8, 672:12, 672:43, 673:11
regulatory [1] - 664:3
relate [1] - 670:1
related [2] - 652:6, 665:18
relating [5] - 650:23, 661:13, 661:40, 669:45, 680:45
relation [17] - 662:8, 663:31, 667:1, 672:40, 676:23, 676:36, 677:30, 681:19, 682:35, 682:39, 682:46, 683:3, 684:44, 685:11, 685:26, 686:11, 688:14
relationship [1] - 644:2
relative [1] - 684:46
relatively [1] - 662:13
relevance [1] - 666:14
relevant [9] - 650:2, 651:17, 652:3, 659:7, 660:21, 663:40, 664:41, 679:10, 681:24
remain [2] - 675:22, 675:31
remember [3] - 684:5, 684:6, 686:10
remotely [2] - 643:4, 680:34
remuneration [2] - 661:16, 676:40
report [15] - 646:16, 646:37, 646:38, 660:38, 660:39, 668:46, 669:21, 669:22, 672:23, 672:24, 673:21, 674:5, 674:32, 675:18
reportable [2] - 674:40, 674:44
reported [5] - 665:13, 674:37, 674:41, 682:44, 683:5
reporting [15] - 656:30, 668:44, 669:3, 669:12, 669:26, 669:31, 669:40, 669:46, 671:8, 671:12, 671:18, 672:34, 675:39, 682:14, 682:33
reports [8] - 660:19, 669:7, 669:11, 669:16, 669:44, 669:45, 682:4, 682:16
representation [2] - 653:2, 685:8

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

representative [1] - 646:23
represented [3] - 646:29, 682:19, 684:36
reprisals [1] - 669:23
required [19] - 645:32, 645:37, 645:42, 646:6, 648:15, 649:2, 654:25, 664:7, 665:7, 668:47, 670:18, 670:22, 671:4, 674:11, 675:39, 676:13, 676:24, 676:30
requirement [3] - 664:8, 668:46, 669:12
requirements [15] - 646:11, 650:31, 657:25, 658:41, 661:13, 664:3, 667:20, 667:42, 668:44, 668:45, 671:33, 672:35, 673:16, 673:44, 687:33
requires [1] - 670:27
resolving [1] - 643:37
respect [2] - 662:40, 673:9
response [2] - 671:34, 673:12
responsibilities [7] - 646:4, 646:28, 653:33, 660:13, 662:40, 663:1, 663:10
responsibility [7] - 645:26, 654:17, 660:1, 660:27, 661:31, 662:5, 662:39
responsible [6] - 645:27, 646:3, 660:19, 660:23, 661:2, 663:14
result [2] - 650:6, 659:20
resulting [1] - 674:5
results [2] - 652:4, 682:36
retreat [1] - 679:32
reveal [1] - 675:27
review [42] - 647:6, 647:26, 648:15, 650:9, 653:45, 654:33, 654:37, 654:39, 655:4, 655:13, 655:14, 655:15, 655:39, 658:27, 658:42, 658:46, 661:27, 661:32, 661:41, 662:2, 662:9, 662:16, 662:20, 667:2, 667:7, 670:11, 670:22, 673:46, 674:38, 674:46, 675:15, 676:44, 677:1, 678:20, 682:12, 682:16, 682:46, 683:28, 689:46, 690:7, 690:10
reviewed [3] - 657:46, 682:28, 682:42
reviews [1] - 655:46
rice [2] - 686:10, 688:3
Rice [6] - 643:1, 673:5, 680:41, 681:34, 686:39, 690:31
RICE [12] - 643:3, 643:10, 643:12, 667:22, 667:28, 667:37, 673:3, 673:7, 680:23, 688:5, 690:33, 690:41
right-hand [2] - 667:47, 668:5
Risk [1] - 656:21
risk [19] - 645:30, 649:24, 649:32, 650:24, 650:35, 653:31, 656:13, 656:19, 657:9, 657:44, 658:4, 658:25, 658:27, 668:31, 671:9, 671:11, 671:47, 672:18, 674:25
risk" [1] - 649:15
risks [1] - 666:23
role [13] - 644:14, 645:25, 658:17, 658:18, 658:20, 661:21, 663:17, 670:19, 681:12, 681:14, 689:1, 689:8
roles [4] - 684:30, 684:36, 684:41, 684:42
room [1] - 659:23
row [3] - 644:46, 645:9, 645:31
run [4] - 645:19, 645:45, 646:13, 654:9
runs [1] - 650:5

S

safety [50] - 643:25, 646:44, 647:26, 647:36, 647:42, 647:43, 648:2, 648:7, 648:9, 648:26, 648:31, 649:26, 649:44, 650:34, 651:3, 651:8, 651:27, 651:31, 652:2, 652:6, 652:12, 652:19, 652:24, 653:27, 653:29, 653:30, 653:35, 654:26, 655:22, 655:29, 655:30, 658:21, 660:44, 663:25, 663:26, 668:44, 669:7, 669:16, 669:38, 680:44, 681:13, 681:15, 681:39, 682:4, 683:3, 683:18, 687:37, 688:15, 688:27
Safety [2] - 642:15, 656:37
safety" [1] - 653:23
sake [2] - 649:13, 649:25
salary [1] - 678:16
satisfactorily [1] - 643:14
satisfy [1] - 649:28
saw [2] - 653:2, 662:1
SC [1] - 642:26
scale [4] - 656:33, 656:45, 687:11, 687:22
scenario [1] - 655:5
schedule [6] - 650:5, 650:8, 650:11, 662:10, 678:24
scheduled [1] - 670:43
scope [1] - 657:40
score [3] - 677:2, 677:23, 678:19
scorecards [2] - 656:2, 656:3
screen [3] - 644:43, 683:38, 683:44
second [13] - 649:43, 650:24, 650:29, 651:41, 658:3, 664:33, 667:6, 667:9, 667:11, 667:14, 667:15, 688:37, 689:25
secondary [1] - 676:13
section [14] - 649:24, 649:32, 651:16, 652:16, 652:29, 658:3, 658:24, 658:39, 659:18, 659:39, 663:44, 673:19, 673:27, 687:14
sections [2] - 647:1, 649:33
see [53] - 643:13, 644:43, 644:47, 645:8, 645:20, 646:15, 648:11, 649:11, 652:22, 652:37, 652:45, 653:21, 653:28, 653:42, 654:24, 656:2, 656:37, 657:38, 658:24, 659:33, 660:1, 660:12, 661:7, 662:39, 663:1, 663:38, 664:32, 664:42, 664:44, 665:9, 666:8, 666:37, 667:39, 668:2, 668:6, 668:18, 669:40, 669:43, 669:47, 671:21, 671:31, 671:32, 675:2, 675:5, 678:45, 679:3, 679:21, 680:37, 681:12, 681:14, 683:44, 690:16
seeing [1] - 657:45
seem [2] - 672:23, 673:20
sees [1] - 652:12
selection [1] - 659:34
self [1] - 647:37
self-explanatory [1] - 647:37
senior [4] - 646:2, 660:22, 660:30, 660:44
sense [1] - 645:40
sent [1] - 674:42
sentence [2] - 652:22, 652:28
separately [1] - 659:23
serve [1] - 656:25
served [1] - 671:11
services [2] - 655:37, 660:41
set [7] - 644:1, 651:14, 651:15, 653:18, 654:47, 657:11, 677:2
setting [1] - 643:29
several [1] - 656:36
shape [1] - 646:20
share [1] - 688:40
shared [2] - 675:26, 675:32
shift [2] - 675:43, 676:22
SHMS [3] - 664:14, 664:24, 668:17
shortly [1] - 650:13
show [4] - 649:10, 649:12, 651:34, 660:12
shown [5] - 649:29, 668:13, 672:9, 673:12, 674:15
shows [1] - 666:5
SHP [1] - 666:34
sic [1] - 666:34
side [4] - 656:20, 667:47, 668:5, 671:34
signed [1] - 643:29
significance [1] - 687:31
similar [3] - 677:17, 680:19, 682:36
similarly [1] - 668:2
simplify [1] - 646:5
simply [4] - 669:43, 682:3, 682:26, 682:29
sit [4] - 658:30, 659:23, 664:44, 687:26
site [41] - 646:2, 647:10, 648:14, 648:27, 649:7, 649:28, 649:38, 650:10, 650:30, 652:4, 654:24, 655:9, 658:13, 658:26, 658:27, 660:13, 661:7, 661:19, 661:46, 663:6, 663:14, 663:19, 663:22, 663:24, 663:35, 663:37, 664:13, 664:18, 664:22, 664:38, 664:39,

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

664:46, 665:3, 670:12, 671:17, 671:27, 673:45, 675:23, 681:24, 684:36, 687:27
site's [1] - 658:20
site-specific [3] - 671:17, 671:27, 687:27
sites [5] - 650:2, 654:42, 656:4, 662:9, 689:44
sits [3] - 664:29, 667:5, 690:21
sitting [1] - 679:8
situation [1] - 656:41
six [2] - 656:1, 656:5
skill [1] - 689:5
skills [1] - 676:22
small [1] - 671:31
solicitors [1] - 643:28
someone [8] - 655:18, 659:11, 660:30, 660:34, 661:1, 677:40, 678:34, 685:16
somewhere [1] - 663:34
soon [1] - 653:35
sorry [20] - 644:28, 655:6, 664:36, 666:29, 666:34, 666:35, 667:11, 668:7, 673:1, 673:13, 673:34, 673:35, 680:14, 681:43, 681:45, 683:1, 685:5, 685:29
sound [5] - 655:6, 668:7, 672:46, 673:13
South [2] - 644:19, 646:41
speaking [3] - 652:1, 654:46, 670:11
specialist [3] - 676:9, 676:27, 676:28
specialist-type [1] - 676:9
specific [6] - 649:7, 651:21, 651:46, 671:17, 671:27, 687:27
specification [1] - 689:33
specifies [2] - 667:3, 679:31
split [4] - 646:47, 684:45, 685:8, 685:11
spoken [4] - 652:2, 654:33, 655:34, 659:44
SSE [1] - 677:44
SSE's [1] - 677:47
staff [4] - 647:6, 647:9, 647:27, 684:46
stage [2] - 654:3, 658:43
stages [4] - 663:12, 688:46, 689:7, 689:30
standard [3] - 654:25, 674:25, 679:42
start [2] - 656:12, 673:13
starting [1] - 657:46
statement [13] - 644:31, 648:8, 652:23, 670:3, 676:42, 678:24, 681:34, 682:12, 682:23, 682:25, 682:36, 683:40, 687:25
status [2] - 672:42, 673:10
statutory [3] - 643:29, 686:44, 687:31
step [3] - 657:31, 689:40, 690:1
still [4] - 648:40, 656:6, 662:39, 673:47
stop [1] - 689:35
straight [1] - 644:1
straightforward [2] - 647:21, 672:41
strata [1] - 660:42
Street [1] - 642:37
strong [1] - 653:27
structure [2] - 645:6, 645:18
study [1] - 689:19
subcomponent [1] - 648:20
subject [6] - 654:37, 655:38, 656:9, 659:24, 667:22, 668:43
subjected [1] - 655:43
submitted [2] - 682:16, 683:2
substantial [2] - 689:40, 690:19
suggest [3] - 673:44, 683:7, 683:20
suggesting [5] - 673:32, 673:38, 674:7, 682:29, 682:36
suggests [2] - 673:15, 682:29
suite [1] - 649:47
suited [1] - 676:21
summarise [1] - 652:41
superseded [1] - 666:24
supervisor [3] - 675:41, 675:43, 675:45
supplementary [5] - 676:4, 676:8, 676:27, 676:29, 676:33
support [7] - 645:23, 645:24, 665:47, 676:14, 684:35, 685:1, 685:3
supporting [1] - 689:15
supports [3] - 672:7, 675:30, 690:19
suppose [1] - 668:34
surface [1] - 684:36
surface-type [1] - 684:36
surprise [1] - 669:16
system [8] - 652:5, 658:22, 667:2, 674:4, 674:42, 676:43, 676:44, 677:1
systems [2] - 645:32, 645:41

T

table [17] - 658:8, 658:34, 672:5, 672:29, 673:14, 673:16, 673:31, 673:39, 673:46, 674:9, 674:10, 674:13, 674:17, 674:24, 686:38, 686:40, 686:47
tabled [1] - 675:35
talks [1] - 652:7
targeting [1] - 653:30
targets [1] - 679:43
task [1] - 654:46
tasks [11] - 654:47, 655:9, 676:10, 676:12, 676:15, 676:21, 676:24, 676:27, 676:29, 684:34, 685:4
team [6] - 663:26, 669:20, 674:38, 674:45, 675:16, 688:47
technical [3] - 643:37, 660:41, 663:1
technically [1] - 680:12
tender [2] - 690:33, 690:35
term [2] - 656:36, 672:1
terms [5] - 660:1, 669:31, 674:21, 679:26, 679:40
Terry [1] - 642:26
testing [1] - 653:45
text [1] - 671:31
therefore [1] - 660:25
they have [7] - 650:18, 655:19, 658:28, 672:32, 677:34, 681:16, 684:35
third [9] - 649:14, 650:34, 651:40, 651:46, 667:7, 667:9, 667:11, 667:14, 667:17
three [8] - 646:40, 648:10, 648:12, 683:1, 685:26, 685:30, 685:32, 685:44
three-year [3] - 685:26, 685:32, 685:44
threshold [1] - 677:34
thresholds [1] - 677:30
Thursday [1] - 642:41
tie [5] - 658:25, 659:17, 659:27, 659:33, 689:25
title [4] - 664:37, 672:29, 672:30, 674:26
titles [1] - 674:26
TO [1] - 690:47
today [1] - 690:27
together [1] - 659:18
took [2] - 680:41, 682:40
top [6] - 646:33, 651:40, 652:38, 659:33, 660:12, 667:5
topic [3] - 667:19, 676:1, 680:41
topics [1] - 652:46
total [3] - 662:20, 662:35, 689:11
touched [1] - 676:47
towards [1] - 656:5
tracking [1] - 648:17
train [1] - 688:43
trained [1] - 689:3
training [9] - 643:25, 670:17, 670:36, 670:42, 670:43, 670:44, 671:4, 671:5
translate [1] - 660:34
treat [2] - 657:13, 687:1
treating [1] - 687:30
treatment [1] - 675:2
tried [1] - 669:31
TRIFR [7] - 647:33, 648:26, 652:2, 655:30, 661:18, 688:20, 688:29
trigger [4] - 673:12, 673:16, 675:8, 689:35
triggered [3] - 669:20, 672:43, 690:11
triggers [1] - 669:12
try [4] - 645:31, 657:19, 669:24, 673:5
trying [4] - 669:41, 682:13, 682:33, 690:5
two [17] - 646:47, 647:4, 647:21, 647:23, 647:25, 648:46, 651:13, 652:1, 652:3, 653:28, 654:27, 660:8, 660:14, 660:28, 665:45, 679:6
type [4] - 660:27, 669:24, 676:9, 684:36
types [5] - 652:7, 655:30, 676:23, 683:6
typical [1] - 660:35
typically [7] - 655:41, 655:47, 662:3, 662:26, 663:24, 675:31, 675:44

U

ultimate [1] - 644:7
ultimately [1] - 660:17
UMM [1] - 677:44
under [19] - 651:7, 651:41, 654:26,

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020

656:37, 658:3, 661:7, 664:7, 664:8, 665:7, 665:26, 666:12, 669:26, 671:1, 671:45, 672:43, 672:44, 673:11, 679:8, 687:41
under-reporting [1] - 669:26
underground [14] - 645:21, 646:15, 646:17, 647:11, 660:7, 660:47, 661:3, 663:32, 666:13, 675:33, 675:35, 675:44, 678:1, 686:18
underneath [3] - 673:12, 673:28, 673:29
underpins [2] - 651:31, 658:25
understood [1] - 679:25
unfortunately [1] - 673:43
University [1] - 688:46
up [25] - 643:36, 646:9, 646:47, 648:1, 649:15, 649:32, 656:14, 658:28, 658:34, 662:20, 662:23, 662:34, 664:40, 665:7, 665:26, 665:33, 673:27, 676:34, 677:13, 677:24, 678:46, 683:39, 687:15, 688:43, 689:40
updated [8] - 665:47, 666:3, 666:5, 666:22, 666:31, 666:32, 666:38, 668:29
updating [2] - 665:41, 668:22
upfront [1] - 679:6
utilise [1] - 689:6
utilised [3] - 672:2, 688:46, 689:28

V

validation [3] - 654:30, 654:31, 658:47
various [11] - 644:3, 649:25, 649:29, 652:46, 662:33, 662:47, 664:12, 666:42, 668:17, 671:32, 674:15
variously [1] - 644:47
ventilation [2] - 668:36, 676:14
verbal [1] - 683:17
verification [2] - 658:45, 689:43
verifying [1] - 689:44
version [3] - 666:5, 667:42, 668:3
vested [1] - 648:31
viewed [1] - 651:30
virtue [2] - 672:42, 673:10
visible [4] - 652:7, 652:9, 652:12, 662:30
visibly [1] - 664:42

W

walk [1] - 648:14
wants [1] - 657:17
ways [2] - 654:8, 664:28
weekly [1] - 675:34
weight [1] - 677:28
weighting [6] - 662:7, 662:33, 662:39, 677:31, 677:33, 679:21
weightings [1] - 662:43
whereas [1] - 684:33
whole [3] - 648:27, 649:38, 665:10
WHS [1] - 652:42
wide [2] - 661:19, 675:29
wide-cast [1] - 675:29
widely [1] - 675:15
WITHDREW [1] - 690:29
WITNESS [4] - 667:33, 673:1, 680:25, 690:29
wondering [1] - 676:18
Wong [19] - 643:3, 643:12, 643:17, 643:38, 656:16, 657:6, 665:22, 667:31, 667:39, 673:3, 673:19, 680:23, 680:33, 682:1, 683:40, 683:44, 686:39, 688:9, 690:26
WONG [1] - 643:8
word [3] - 649:15, 651:23, 685:40
words [2] - 671:40, 674:23
worker [5] - 653:10, 653:11, 669:38, 670:39, 671:1
workers [7] - 652:17, 654:5, 654:6, 670:12, 679:43, 680:1, 680:7
workforce [3] - 669:18, 676:3, 685:12
workings [1] - 644:22
works [3] - 653:17, 677:41, 679:37
workshops [1] - 689:23
written [6] - 683:11, 683:14, 683:22, 683:26, 683:35, 685:24

X

XPAD [8] - 662:16, 676:41, 677:1, 677:20, 677:39, 678:20, 678:34, 679:6

Y

year [7] - 648:10, 650:9, 651:2, 666:40, 685:26, 685:32, 685:44
years [1] - 685:30
yesterday's [1] - 690:34
yourself [2] - 677:13, 678:4

Z

zoom [3] - 651:41, 673:18

Transcript produced by Epiq
© Copyright State of Queensland (Queensland Coal Mining Board of Inquiry) 2020