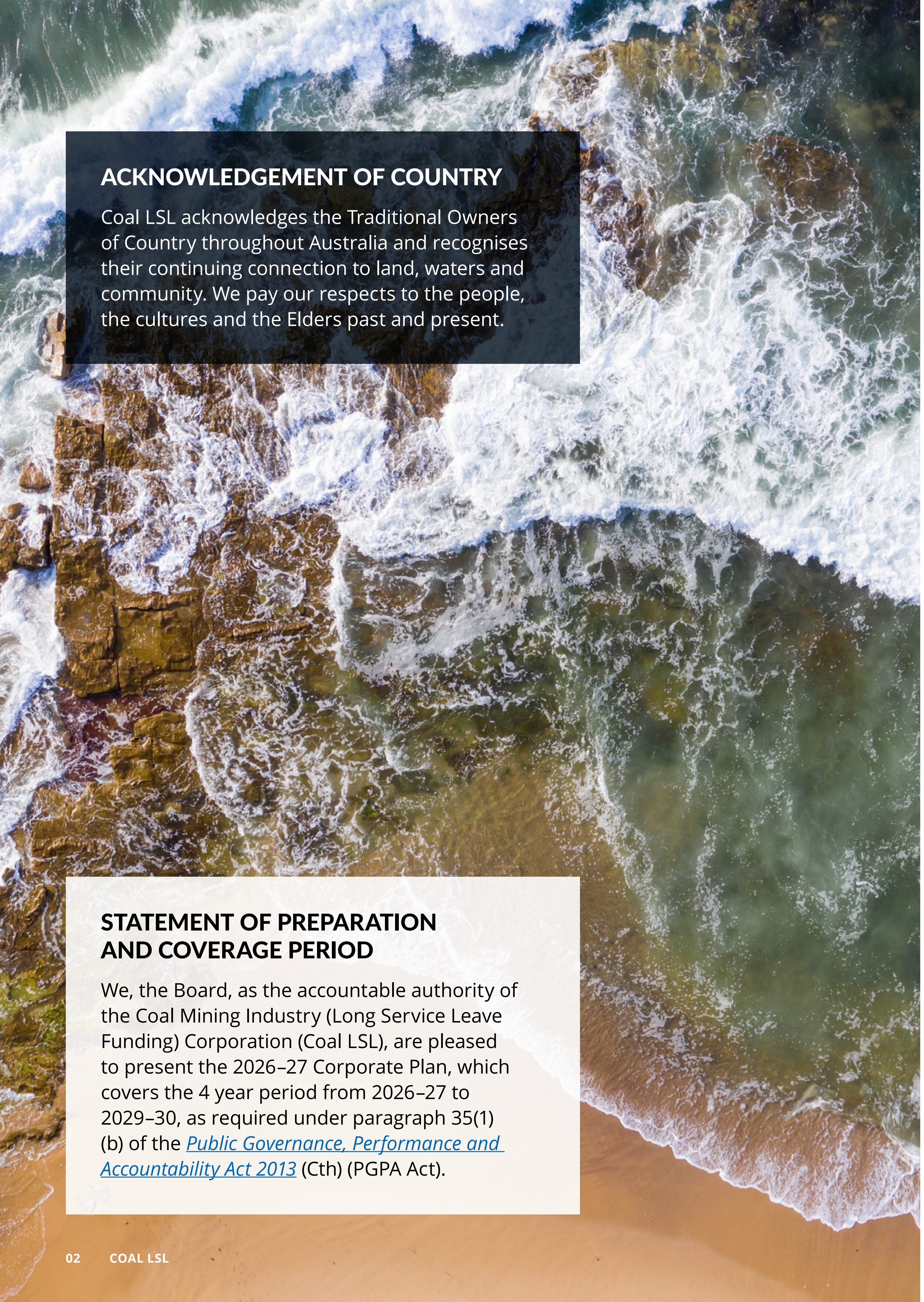
Australian Government

Coal Mining Industry
(Long Service Leave Funding) Corporation

2026–27 CORPORATE PLAN

COAL LSL

CONTENTS



ACKNOWLEDGEMENT OF COUNTRY

Coal LSL acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to the people, the cultures and the Elders past and present.

STATEMENT OF PREPARATION AND COVERAGE PERIOD

We, the Board, as the accountable authority of the Coal Mining Industry (Long Service Leave Funding) Corporation (Coal LSL), are pleased to present the 2026–27 Corporate Plan, which covers the 4 year period from 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

A MESSAGE FROM OUR CHAIR AND CEO

Christina Langby
Chair

Darlene Perks
Chief Executive Officer

We are pleased to present Coal LSL's Corporate Plan for 2026–27. This plan sets out how Coal LSL will deliver on its purpose of connecting eligible employees with their long service leave benefits while strengthening the Scheme for the future.

It reflects our obligations as a Commonwealth entity and our role as custodian of a nationally significant portable long service leave scheme.

Coal LSL operates in a complex environment. The black coal mining industry remains a critical economic pillar in Australia's economy and the cornerstone of regional employment, particularly in Queensland and New South Wales. It is shaped by changing markets, policy settings, technology, workforce expectations and the broader energy transition. These factors influence how Coal LSL regulates, administers and invests on behalf of the Scheme, and reinforces the need for responsive, transparent and disciplined planning.

Over this plan period, we will continue our multi-year transformation. This transformation is our strategic pathway to becoming a best-practice organisation through uplifted systems, processes and capabilities that will enable the delivery of efficient, accessible and responsive services. This transformation program includes upgrading our core registry system, improving digital channels, strengthening data quality and embedding governance that supports safe and sustainable technology use. The phased, risk-based approach will help maintain operational continuity, data integrity and stakeholder experience.

Our strategic priorities remain clear: prudent financial management to support the Fund's long-term sustainability; active and compliant employer participation through education, engagement and proportionate enforcement; and stronger operations through simpler processes, improved service quality and better use of data and technology.

Implementing the *Coal Mining Industry (Long Service Leave) Legislation Amendment Act 2026* will be a major focus. The legislation provides a payment pathway for employers with historical levy obligations and supports connection of eligible employees with their benefits. Coal LSL will work constructively with affected employers, the Department of Employment and Workplace Relations and other stakeholders to support understanding, timely compliance and efficient Scheme operation.

Stakeholder confidence remains central to our success. To this end, we will engage openly and respectfully with eligible employees, employers, industry representatives and the broader community. Our TORCH values – Trust, Open, Respect, Care and Honest – will guide how we work with others and how we hold ourselves accountable. Through collaboration and transparency, we aim to remove barriers, improve understanding and support meaningful participation.

Strong enabling capabilities are essential to achieving our purpose. Our people, technology and data, governance, risk and compliance practices all underpin delivery. We will continue to invest in leadership, cyber security, information management, data governance and risk management to support sound decisions, effective change management and sustained trust.

Overlapping complex change initiatives will demand focus, discipline and adaptability in the year ahead. Our aligned vision, purpose and commitment are the bedrock on which we will continue building a contemporary and sustainable organisation supporting communities connected to Australia's black coal mining industry and delivering on our purpose for eligible employees.

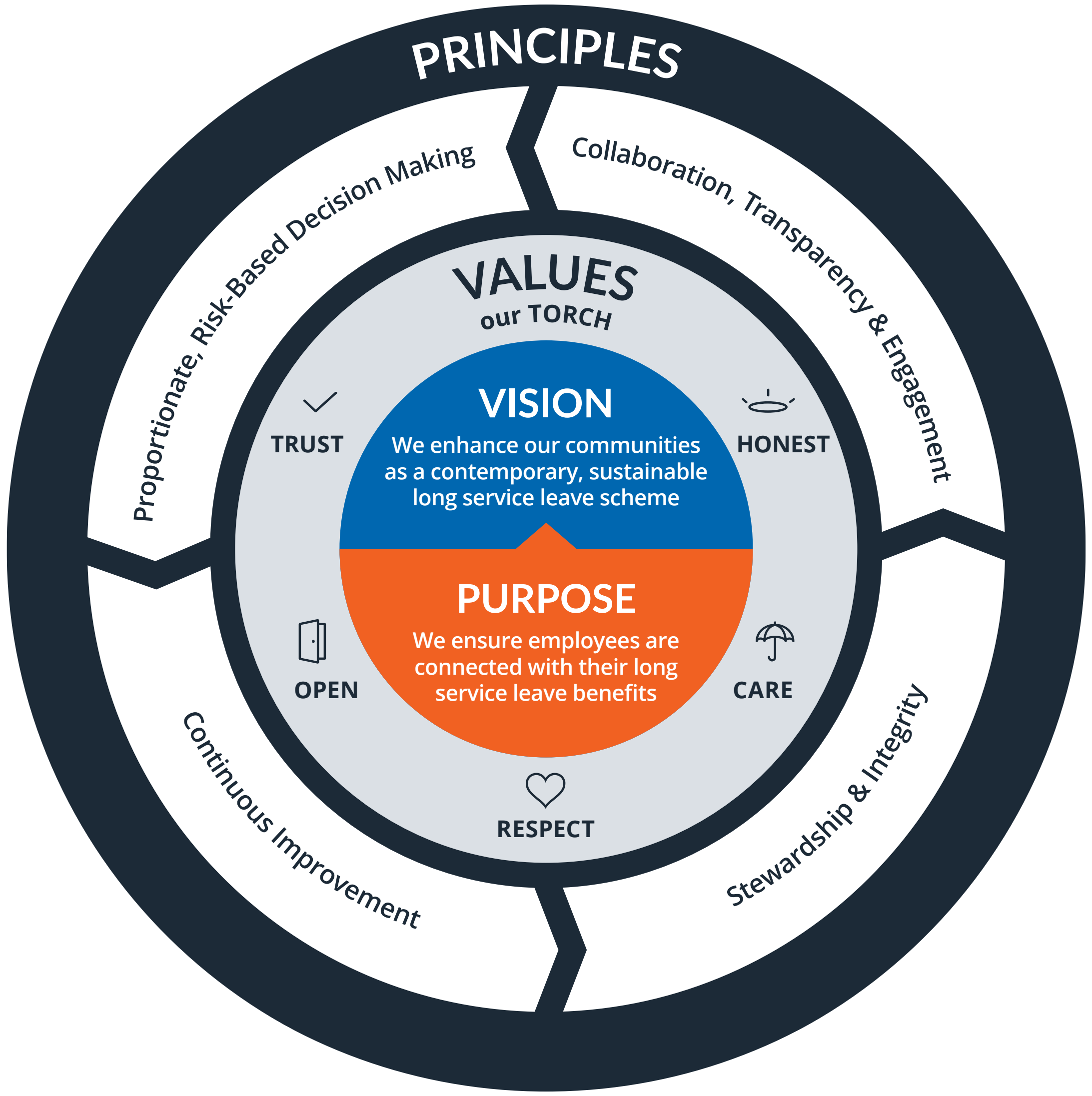
ABOUT US

OUR PURPOSE

We ensure employees are connected with their long service leave benefits.

OUR VISION

We enhance our communities as a contemporary, sustainable long service leave scheme.



STRATEGIC PRIORITIES

- Prudent financial management
- Engaged, active and compliant participants
- Effective operations

OUR VALUES

We are guided by our TORCH values.

TRUST
We act with integrity, accountability and consistency by saying what we do and doing what we say.

OPEN
We listen with curiosity and communicate with transparency to set expectations and guide outcomes.

RESPECT
We value diversity of thought and appreciate the contributions of our people in carrying out an important role in our community.

CARE
We promote wellbeing and empower our people to work together to have a meaningful impact.

HONEST
We value respectful candour in a safe space to foster genuine and courageous interactions.

OUR PRINCIPLES

We are committed to our principles.

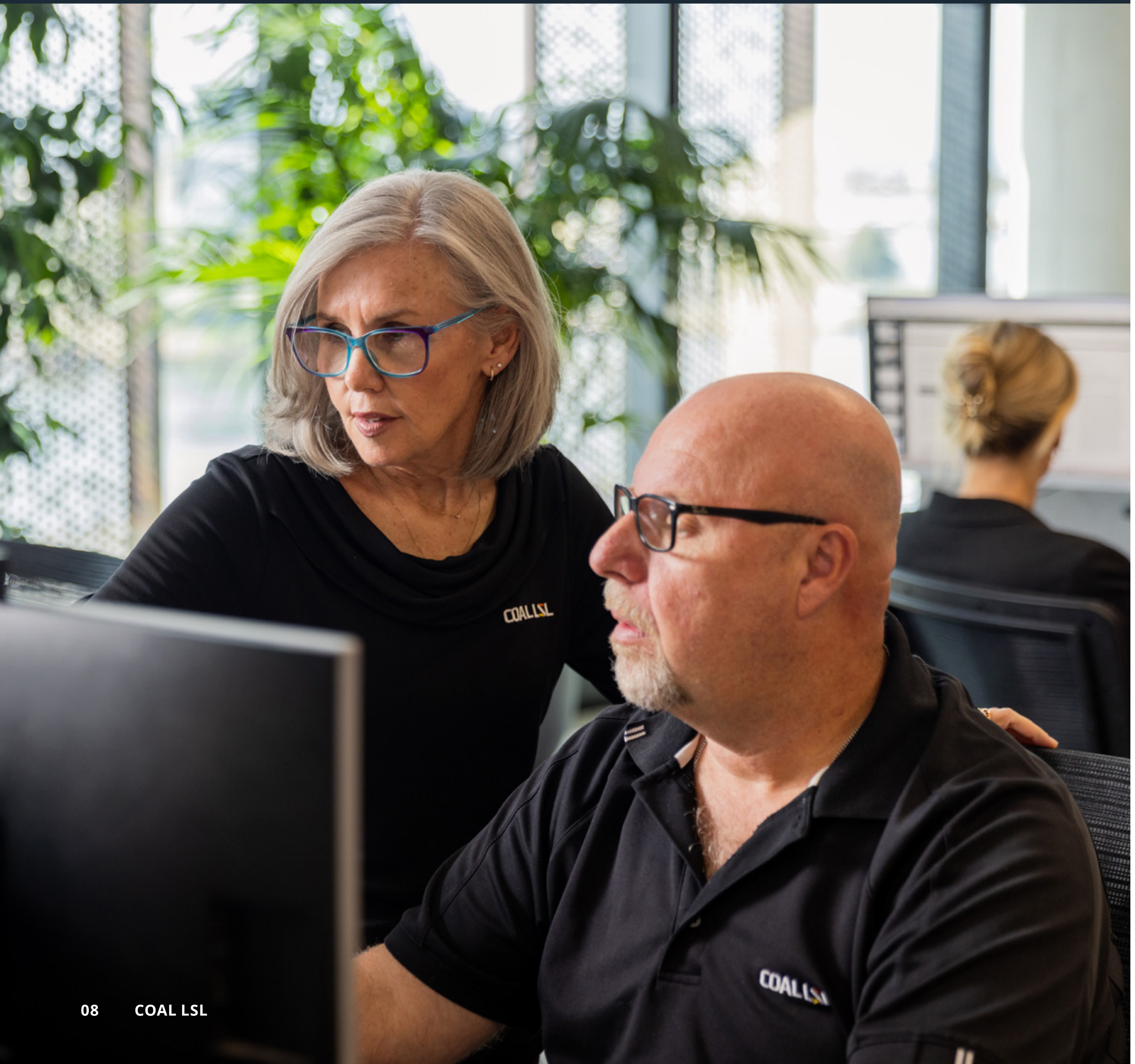
Collaboration, transparency and engagement
We provide clear, timely and accessible information to remove barriers and ensure genuine, open, two-way communication for meaningful stakeholder participation.

Proportionate, risk-based decision making
We consider individual circumstances and data to support decisions that minimise regulatory burden and remove barriers to compliance.

Continuous improvement
We cultivate a culture of reflection and learning, following best practice and acting on feedback to improve the way we operate.

Stewardship and integrity
We build capabilities and harness our collective experience, diversity and knowledge to ensure the long-term sustainability of the Scheme.

OUR ROLE

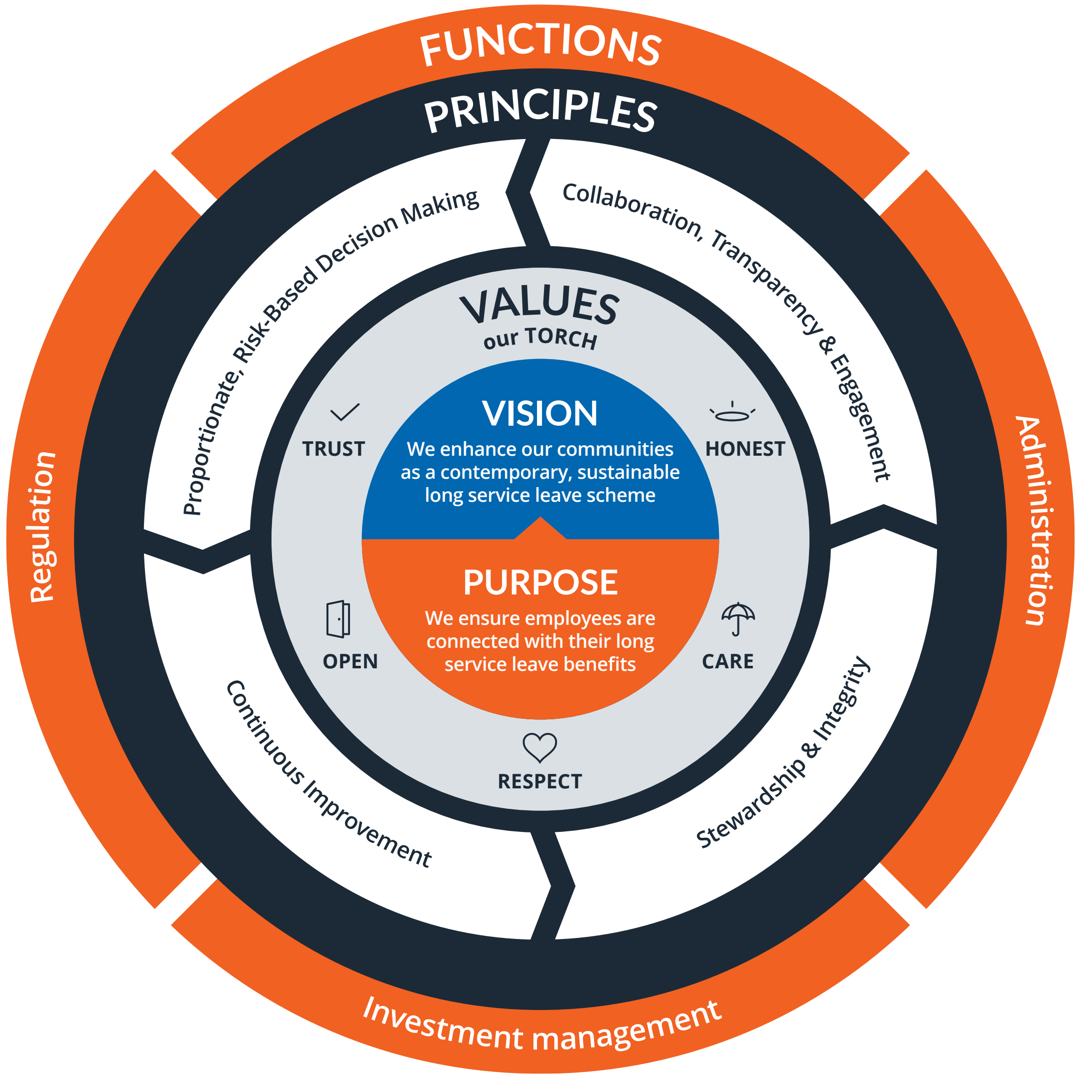


Established under the *Coal Mining Industry (Long Service Leave) Administration Act 1992* (the Admin Act), our role is to:

- collect funds from employers by way of levy
- invest funds and ensure Fund sufficiency to finance the cost of reimbursements of long service leave
- ensure accurate and compliant record keeping
- reimburse employers' authorised payments of long service leave
- enable recognition of long service leave entitlement for eligible employees.

In fulfilling our role we perform 3 core functions:

Regulation • Administration • Investment management



REGULATION

Coal LSL adopts a collaborative and transparent approach to regulation, working closely with employers and industry stakeholders to support compliance with the Scheme and deliver on our purpose of connecting eligible employees with their long service leave benefits.

We work with employers to help them understand their obligations under the Scheme and actively monitor compliance using a range of regulatory tools. Where non-compliance is identified, we take proportionate enforcement action, including litigation, to promote deterrence and reinforce expectations across the industry.

Our regulatory principles

Our regulatory framework guides our work and is underpinned by 3 core principles.

Education
We work with employers to help them understand how the Scheme operates and what is required of them.

Engagement
We maintain proactive communication to encourage voluntary compliance.

Enforcement
We apply proportionate and transparent regulatory action.

Regulatory priorities

In 2026–27, we will focus our regulatory effort on 3 priority areas to improve employer compliance:

1. **Resolution of off-scheme employer non-compliance**
   We will prioritise working with employers entering the Scheme under the provisions of the *Coal Mining Industry (Long Service Leave) Legislation Amendment Act 2026* (the Act). This includes providing guidance for complying with the payment plans prescribed by the Act and for meeting ongoing levy obligations. Unregistered employers of employees that Coal LSL consider eligible under the Scheme will be pursued through our current regulatory process if they do not register under the payment plan provided for in the Act.
2. **Consistent and correct debiting of leave hours**
   We will work to ensure employers and employees understand the correct method for debiting leave hours when leave is taken. When we identify non-compliance, we will take appropriate regulatory action. We will also review the Employer Reimbursement Rules to ensure they remain fit for purpose and adequately address the reimbursement of employers for long service leave paid to employees.
3. **On-time levy payment**
   We will continue to reinforce compliance through application of our regulatory powers where employers fail to pay their levy on time. The Act also prescribes an increase to the penalty rate imposed on employers who pay their levy after the due date, strengthening the regulatory framework for non-compliance.

Statement of Intent

Coal LSL's Statement of Intent responds to the Ministerial Statement of Expectations (13 August 2025) and sets out how we will deliver on the Government's expectations of us as a regulator.

The Ministerial Statement of Expectations provides clarity on government policies, objectives and priority areas relevant to Coal LSL's statutory functions. Coal LSL's Statement of Intent aligns these expectations with our operational planning and performance framework.

Both documents are published on our website at coallsl.com.au/about-us/governance-ops/practices.

ADMINISTRATION

Coal LSL delivers administration processes and services to ensure effective custodianship of eligible employee and employer records.

As we progress through our transformation program, we will continue strengthening the efficiency and responsiveness of our core processes – leveraging technology to scale, automate and create a seamless, integrated experience for both eligible employees and employers.

Scheme administration services

Our administration processes and services are designed to ensure the effective delivery of long service leave benefits to eligible employees.

Registration and onboarding
We assist employers to register with the Scheme and onboard eligible employees.

Records management
We maintain employer and eligible employee information and records.

Payment management
We receive levy payments from and pay reimbursements to employers.

Ongoing engagement
We respond promptly to enquiries and service requests.

Administration priorities

In 2026–27, our focus remains on 3 priority areas to strengthen operational performance:

1. **Operational processes**
   We will continue to assess efficiencies in the processing of levy returns and reimbursement payments for employers and leave applications for eligible employees, ensuring their long service leave balances remain accurate and up to date.
2. **Service quality**
   We will enhance the enquiry handling experience for stakeholders through consistent, efficient and stakeholder-centric service practices. This includes refining procedures and operating models to support scalable service delivery and drive continuous improvements in service quality.
3. **Workforce capability**
   We remain focused on strengthening capability and capacity to respond effectively to changing operational demands and enquiry volumes. We will continue to invest in ongoing coaching, training and knowledge development across core processes, while optimising resource management practices to support consistent, high-quality service delivery and operational efficiency.

INVESTMENT MANAGEMENT

Coal LSL manages the investments of the Fund to ensure its long-term sustainability by maintaining sufficient assets to meet long service leave payment obligations as they fall due.

We achieve this through a disciplined, risk-based investment approach supported by strong governance, regular actuarial reviews and ongoing monitoring of investment performance. As at 30 June 2026, the Fund Surplus is estimated at 131%.

Our investment strategy seeks to deliver sustainable long-term returns while managing market volatility and ensuring the Fund remains financially strong. The last actuarial review at June 2025 confirmed the strong funding position and recommended no changes to the payroll levy rate of 2.7%.

Investment management activities

Our investment management activities support the long-term sustainability of the Fund and directly contribute to our corporate objective of maintaining a Fund surplus of 115% (+15/-5%).

Fund management
We ensure sufficient assets are maintained to meet long service leave payment obligations through the collection of payroll levy, prudent investment management and regular actuarial assessments.

Investment strategy
We manage the investment portfolio through a Strategic Asset Allocation (SAA) designed to achieve long-term investment objectives while balancing risk and return.

Investment governance
We maintain strong governance through regular monitoring, performance reporting, annual reviews of the SAA and oversight by the Investment Committee and Board.

Investment priorities

In 2026–27, we will focus on 3 priority areas to support the long-term sustainability of the Fund:

1. **Maintaining Fund adequacy**
   We will continue to maintain the Fund's long-term sustainability by ensuring sufficient assets are available to meet long service leave payment obligations as they fall due. Independent actuarial reviews will continue to inform the appropriate funding position and payroll levy settings.
2. **Optimising investment performance**
   We will continue to manage the investment portfolio through a disciplined, risk-adjusted investment strategy aligned with the SAA. We will regularly review capital market assumptions and adjust the investment strategy where appropriate to support the Fund's long-term investment objective of CPI plus 3% per annum over rolling 8-year periods.
3. **Strengthening investment governance and risk management**
   We will continue to strengthen investment governance through regular stress testing, ongoing monitoring of investment and funding risks, and annual reviews of the SAA. This will help ensure the Fund remains resilient under a range of market conditions while maintaining sufficient liquidity to meet future payment obligations.

131%
estimated fund surplus at 30 June 2026.

Strategic Asset Allocation

The Strategic Asset Allocation (SAA) guides the management of the investment portfolio in a risk-adjusted manner to support achievement of our investment objective.

The SAA is calibrated using capital market assumptions, which are forward looking returns for each type of investment, provided by Coal LSL's asset consultant Frontier.

The SAA is reviewed at least annually and may be reviewed more frequently where significant changes occur in capital market assumptions or investment market conditions. Reviews are conducted with oversight from the Investment Committee and the Board.

The current SAA is as shown below*:

ASSET CLASS	FY2026	FY2027
Australian shares	17.5%	17.5%
International shares	34.5%	34.5%
Property	5.0%	5.0%
Infrastructure	12.0%	12.0%
Alternative debt	15.0%	15.0%
Bonds	11.0%	11.0%
Cash	5.0%	5.0%
TOTAL	**100%**	**100%**
Growth Assets Exposure	69.5%	69.5%
Currency Exposure	22.5%	22.5%
Illiquid Exposure	21.5%	21.5%
Risk (volatility p.a.)	**8.4%**	**8.4%**

* There were no changes made to the SAA following the May 2026 review.

Diversification

The investment portfolio is highly diversified to capture long-term market returns while reducing the impact of market volatility. Assets are diversified across asset classes, geographies and investment styles to strengthen the resilience of the portfolio and support long-term investment performance.

Coal LSL has appointed 19 investment managers across 20 investment strategies. Each manager contributes a different investment style, providing additional diversification and supporting effective risk management.

Stress testing

The SAA is stress tested annually using both historical and forward-looking scenarios to assess the potential impact on the Fund surplus.

Coal LSL also undertakes stress testing of future assets, liabilities and cash flows to understand how a range of adverse scenarios may affect the Fund's financial position. These assessments support investment decision-making, strengthen risk management and help ensure sufficient liquidity is maintained to meet future payment obligations.

OUR STAKEHOLDERS

Coal LSL adopts a tripartite approach to stakeholder engagement, including those with legislative obligations, those with an interest in or are impacted by our operations and most importantly, eligible employees as the primary beneficiaries of the Scheme.

STAKEHOLDER ENGAGEMENT APPROACH

In alignment with our purpose, employees remain a priority focus for our engagement activities. We proactively support them through targeted education, service delivery and clear communications to ensure they understand and can access their long service leave entitlements.

Guided by our core principles of collaboration, transparency and engagement, we support open, two-way communication that informs decision-making and enables meaningful stakeholder participation.

Engagement is embedded across our operations. We consult with stakeholders to draw on their expertise and insights, ensuring our decisions are well informed, sustainable and responsive to change. Ongoing engagement with government and key stakeholders enables us to anticipate and manage emerging issues, while reinforcing confidence in our custodianship of the Scheme through clear, transparent and purposeful interactions.

Consistent with our TORCH values – Trust, Open, Respect, Care and Honest – we are committed to engaging with integrity and clarity and driving positive outcomes for eligible employees of the Scheme.

OUR ENVIRONMENT

The environment in which Coal LSL operates continues to evolve, shaping our priorities and the way we deliver on our purpose.

We operate in a complex and dynamic landscape, influenced by changing stakeholder expectations, regulatory requirements and broader economic conditions. We actively monitor and assess external trends, risks and opportunities to ensure we remain responsive and adaptable, refining our focus and priorities when needed.

INDUSTRY

Australia is the world's fifth largest producer of black coal and the second largest exporter globally, supplying around 25% of seaborne coal trade. This makes the black coal mining industry one of the most significant components of the nation's resources sector and a cornerstone of its export economy.

Black coal is mined predominantly in Queensland (QLD) and New South Wales (NSW). This is mirrored geographically by the location of registered employers in the Scheme, with 848 registered employers located in QLD, 573 in NSW and 82 in the remaining black coal-producing Australian states. Collectively at June 2026, levies were being paid by more than 1,500 employers for more than 67,500 eligible employees in the Scheme.

Australia's black coal mining industry is expected to remain resilient over the next 4 years, supported by its substantial resource base and strong demand from key Asian markets such as India, Japan and Southeast Asia.

Metallurgical coal is expected to see sustained demand for steel production, while thermal coal demand may gradually soften as global decarbonisation accelerates. Energy policy uncertainty and climate targets may pose longer-term risks, but the short-term outlook remains stable, with Australia retaining its position as a leading global exporter.

With that in mind, Coal LSL remains attuned to this complex and evolving landscape in order to best meet our purpose of ensuring employees are connected with their long service leave benefits.

Sources: Australia's Energy Commodity Resources 2025, Geoscience Australia; Resources and Energy Quarterly, Department of Industry, Science and Resources.

POLICY

The Coal Mining Industry (Long Service Leave) Legislation Amendment Act 2026 (the Act) was legislated on 6 July 2026, amending the *Coal Mining Industry (Long Service Leave) Payroll Levy Collection Act 1992* (Collection Act) and the *Coal Mining Industry (Long Service Leave) Administration Act 1992* (Admin Act).

Amendments to the Collection Act linked the additional levy penalty rate for late levy payments to the Reserve Bank of Australia's cash rate, plus 2% per annum. This enables the penalty to function more effectively as a deterrent for late payment.

The amendments to the Admin Act were introduced following 2 decisions of the Full Bench of the Federal Court of Australia. These decisions clarified eligibility for employees who work on the periphery of the black coal mining industry, including employees who perform machine maintenance or electrical work on black coal mine sites. The Act provides a voluntary payment pathway for employers to address historical unpaid levy obligations through a repayment arrangement.

Ongoing engagement with these employers tells us there will be a number of new employers coming into the Scheme, as well as large cohorts of eligible employees being connected with their long service leave entitlements, dating back to 2010.

SUSTAINABILITY

Environmental, social and governance (ESG) practices are evolving in response to increasing regulatory expectations and a stronger focus on long-term sustainability outcomes.

There is a shift towards more consistent and mandatory reporting, particularly in relation to climate risk, emissions reduction and financial disclosures. Government entities are increasingly required to demonstrate alignment with national policy objectives and measurable progress towards agreed targets.

Advances in technology are enabling improved data collection and reporting, increasing expectations for accuracy, transparency and timely insights to inform decision-making and strengthen accountability. There is also a greater emphasis on supply chain oversight, including ethical sourcing and proactive management of environmental impacts.

Social considerations remain a priority, with a focus on inclusion, workforce wellbeing and safe workplaces and expectations that organisations demonstrate tangible outcomes that reflect community values and public sector standards.

Collectively, these changes require organisations to embed ESG into governance, strategy and operations to support effective, compliant and sustainable service delivery. In this context, Coal LSL continues to strengthen its governance practices, embed robust risk management processes, apply a data-driven approach to decision-making, prioritise compliance with legislative obligations and provide transparent reporting.

LABOUR MARKET

Labour market conditions are shaped by a multitude of factors including emerging capabilities, changing employee expectations and economic uncertainty.

Within Australian Public Service workforce policy and employment frameworks, government entities must take a deliberate and adaptable approach to workforce planning, attraction and retention.

Transformation, digital change and evolving service expectations are reshaping roles and increasing demand for workforce agility, critical capability development and targeted reskilling, within established policy and resourcing constraints.

Maintaining a strong organisational culture and psychological safety remains essential. In an environment of sustained change and heightened accountability, organisations must manage psychosocial risks and support workplaces where employees feel safe to contribute and seek support.

Employee expectations continue to evolve, with demand for flexibility, meaningful work and consistent leadership. These trends underscore a need for organisations to proactively strengthen workforce capability, culture and planning to support effective and sustainable service delivery.

Coal LSL's workforce strategy responds to these challenges through investment in leadership, capability and culture, strengthening psychological safety and inclusive practices, and supporting a human-centred, resilient workforce that can adapt to change and continue to deliver on our strategic intent.

INVESTMENT MARKETS

Coal LSL continues to keep abreast of ongoing changes in global investment markets and remains committed to our Strategic Asset Allocation (SAA) as our long-term strategic roadmap.

The SAA allows us to constructively identify risks and opportunities, which are likely to be more frequent due to heightened market volatility caused by ongoing geopolitical issues.

These themes are considered when constructing and testing the SAA. This allows a diversified portfolio to be built that can withstand market shocks and take advantage of opportunities when they arise. Additionally, we use a dynamic approach to rebalancing the portfolio to take advantage of short-term themes or market dislocations, providing additional returns to the long-term SAA approach.

Key themes driving investment markets include:

- The ongoing conflict in Iran. The Strait of Hormuz was closed for a significant period resulting in a lack of global oil supply, which led to increased inflation around the world. This has dampened returns from bonds, but equity markets, particularly the US, remained robust.
- The Reserve Bank of Australia continued to raise interest rates in Australia as inflation remained above its 2–3% target band. This resulted in better returns from cash but put pressure on corporate profits and hence Australian bond and equity markets.
- The rapid pace of spending on artificial intelligence (AI) has created market uncertainty. However, as productivity benefits begin to be realised, growth in earnings, particularly for US technology companies is starting to come through.
- Demand for essential infrastructure assets, such as data centres, to support the AI boom remains strong. This provides a strong foundation for the infrastructure asset class. It also offers protection against inflation, as most infrastructure revenue contracts are linked to inflationary increases.
- Demand for raw materials, such as copper and lithium, required to build infrastructure assets should provide an economic boost for countries able to meet that demand.

TECHNOLOGY

Several interconnected technology trends are significantly influencing organisational strategy, risk management, and operational efficiency.

Artificial intelligence (AI) is evolving at pace as a primary driver of transformation. Organisations are increasingly embedding AI into core processes such as service delivery, decision-making and predictive analytics to enhance speed, accuracy and scalability. Generative AI is accelerating knowledge work, enabling automation of repetitive tasks while augmenting employee productivity.

Cybersecurity remains a critical priority as digital adoption expands. With growing reliance on cloud platforms, connected devices and distributed workforces, organisations face heightened exposure to cyber threats. A shift toward proactive, intelligence-led security, supported by AI-driven threat detection and zero-trust frameworks, will be essential to safeguarding assets, maintaining compliance, and preserving trust.

Data is emerging as a strategic asset. Investment in modern data platforms is enabling real-time insights, stronger governance and advanced analytics. The ability to integrate, analyse and act on data across the enterprise will support more agile and informed decision-making.

The strategic use of technology to drive operational efficiencies will be a defining focus with automation, cloud computing and digital platforms streamlining workflows, reducing costs and enhancing service delivery.

In response to these trends, Coal LSL remains focused on strengthening cybersecurity and governance maturity while aligning technology investment to business priorities. This approach balances responsible use of AI with effective risk management, supporting productivity, innovation and continued transformation.

OUR STRATEGIC PRIORITIES

Our strategic priorities guide the activities we focus on to fulfil our purpose and realise our vision.

PRUDENT FINANCIAL MANAGEMENT

Coal LSL remains focused on delivering our investment objectives, which we have consistently achieved.

With a portfolio value of $2.7 billion as at June 2026, and heightened market volatility, our focus for the corporate plan period is to further strengthen our processes to mitigate our strategic investment risk and provide for the long-term sustainability of the Fund.

The outcome for this strategic priority is to ensure the ongoing adequacy of the Fund to meet long service leave liabilities.

Key activities

Strategic Asset Allocation (SAA)

We will ensure the SAA is fit for purpose in an expected volatile investment environment.

Portfolio management

We will continue to focus on the most effective configuration of our external investment managers to provide the most efficient balance of return and risk.

Stress testing

We will enhance our financial modelling and stress testing (including the impact of the global energy transition) of both assets and liabilities to ensure the Fund remains adequately funded through changing environments.

ENGAGED, ACTIVE AND COMPLIANT PARTICIPANTS

In 2026–27, Coal LSL will focus on targeted initiatives to strengthen employer compliance across the Scheme.

More than 1,500 employers were registered with the Scheme at the end of June 2026 with additional employers expected to onboard under *The Coal Mining Industry (Long Service Leave) Legislation Amendment Act 2026* (the Act). As employer participation grows, our focus will be to strengthen our regulatory oversight and compliance activities to ensure employers understand and meet their obligations under the Scheme.

The outcome for this strategic priority is to ensure employer compliance with their obligations.

Key activities

Implement 2026 legislation (the Act)

We will facilitate participation in the voluntary process for employers with historical obligations; onboard new employers and eligible employees into the Scheme; and support newly participating employers to meet their ongoing compliance obligations.

Strengthen leave debiting practices and reimbursement settings

We will support the integrity of eligible employee entitlements by issuing enhanced guidance to employers and eligible employees on the correct application of leave debiting requirements; undertake targeted compliance activities where discrepancies are identified; and review the Employer Reimbursement Rules 2017 (due to sunset in 2027).

Enhance regulatory processes and data quality

We will continue to improve our regulatory processes to support outcome-driven compliance monitoring, including streamlining regulatory workflows to improve efficiency and responsiveness; improving the quality and consistency of employer-submitted data; and supporting the broader transformation of Coal LSL's core systems and processes.

EFFECTIVE OPERATIONS

Our vision is to enhance the communities we serve as a contemporary and sustainable portable long service leave scheme. Service excellence is central to achieving this vision.

As we continue our transformation journey, we remain focused on evolving our regulatory and administrative functions to align with scheme participant needs throughout their long service leave journey and to fulfil our legislative obligations.

The multi-year transformation program will continue to prioritise timely and effective processes, proactive interactions with scheme participants and multi-channel interactions that provide choice and flexibility in how stakeholders engage with Coal LSL.

The transformation program will deliver:

- **User-centric, digitally enabled services.** We will continue to evolve Online Services as the primary interaction channel. Through ongoing digitisation and automation of our processes, we will make it simpler, faster and more intuitive to engage with Coal LSL.
- **Proactive and timely services informed by data.** We continue to strengthen data quality, integrating real-time validation and feedback mechanisms that drive timely and consistent outcomes across our core transactions.
- **Continual improvement enabled by technology.** We will establish a strong foundation through a phased uplift of our core platforms, enabling value-based iterative changes using technology and automation to reduce manual processing and deliver operational efficiencies.

The outcome for this strategic priority is to deliver digital and streamlined processes to enhance stakeholder interactions and improve core process productivity.

Key activities

Core platform uplift

We will upgrade our core registry system and integration platform, uplift our Customer Relationship Management (CRM) system and online portals and embed governance practices to manage our new technology capabilities.

Digital services

We will continue to digitise processes to make it easier for employees and employers to interact with us. We will work closely with stakeholders to design and implement simplified solutions that are easy and intuitive to follow.

Data quality

We will prioritise data modelling, remediation, and testing to support data migration activities before we turn our attention to proactively using data to inform service design and our regulatory approach.

Our transformation journey

PHASE 1
Mobilisation

Established the delivery program

PHASE 2
Foundations

Modernising our core systems and processes

WE ARE HERE

PHASE 3
Service Excellence

Innovating the way we operate

PHASE 2 – Foundations

Uplifting our core systems and processes to provide the foundation for further innovation.

Core registry system upgrade

The registry system will provide enhanced capabilities to manage levy and long service leave records.

We will use contemporary technologies to enable process orchestration between different platforms to ensure existing functionality is maintained and the quality and integrity of data is protected as we transition to the new system.

Scheme management interface

The upgraded registry will provide enhanced capabilities to manage records and the new scheme management interface will provide the platform for processing administrative functions, enabling our people to view information and perform transactions from the one system.

Employee portal replacement

A new employee portal will support continued access to essential online services while providing a more contemporary and user-friendly experience. It will integrate with the registry and other systems to support self-service digital processes, with further enhancements to the employee experience delivered in later phases of the transformation.

Future state design

As we progress to Phase 3, the transformation program will centre on service excellence. We will adopt a stakeholder-centric, tiered approach to deliver value-based, user-focused solutions.

Building on established journey maps, we will continue to collaborate with internal and external stakeholders to iteratively design and implement solutions that enhance experience, enable timely outcomes and empower our people to drive continuous improvement across our core functions.

OUR ENABLING CAPABILITIES

We continue to mature our capabilities to align with industry best practice maturity models.

PEOPLE

Our transformation program and evolving technologies will reshape the way we work and the skills and capabilities needed both now and in the future.

Coal LSL remains committed to building a workforce that is resilient, future-ready and equipped to respond to changing organisational and stakeholder needs.

Our people are fundamental to our success. We will continue to foster a safe, respectful and inclusive workplace where individuals are supported to contribute ideas, raise concerns and perform at their best.

Leadership capability remains central to achieving this. We will continue to strengthen leaders' capacity to guide their teams through change with clarity, inclusivity and accountability, while reinforcing the culture we want to embed across the organisation.

These priorities are enabled through our Workforce Strategy and the continued evolution of our Employee Value Proposition. Together they will support organisational resilience through enhanced learning, innovation and shared values, creating a workforce that is connected, capable and engaged.

Key activities

Leadership and capability development

We will strengthen organisational capability through targeted learning programs, leadership development initiatives and more mature talent and performance practices.

Connection, belonging and culture

We will enhance culture, connection and psychological safety through clearer expectations, leadership accountability and engagement actions that reinforce trust, consistency and genuine care.

Talent, performance and workforce sustainability

We will focus on position design, succession planning and stronger performance processes to support workforce sustainability and build organisational resilience.

People governance, systems and insight

We will continue to strengthen workforce insight, reporting, data quality and system maturity to support informed decision-making and organisational adaptability.

276

Coal LSL workforce at 30 June 2026.

214 permanent full-time

22 permanent part-time

40 non-ongoing

TECHNOLOGY AND DATA

Coal LSL's technology and data landscape continues to evolve rapidly in response to an increasingly complex cyber threat landscape, a growing demand for advanced data capabilities and our transformation program requirements.

We are maturing our technology and data capabilities by developing a multi-year Information Technology (IT) Strategy. Over the coming year, targeted projects and activities will focus on cybersecurity, data and information management, and artificial intelligence (AI) governance.

As custodians of data, we continue to safeguard and prioritise the integrity and quality of the information we collect and hold. We will optimise the strategic value of our data by uplifting governance frameworks, enhancing data intelligence to enable insights-based decision making and maturing information management practices. A key priority for the coming year is to prepare our data for the transition to our upgraded registry system under our transformation program.

Our focus remains on ensuring our technology and data capabilities are contemporary, scalable, secure and able to support the organisation's strategic and operational agenda.

Key activities

IT Strategy

We will develop and implement an IT Strategy that provides clear direction for governance, architecture alignment and investment and ensures our technology and data environment supports transformation and future requirements.

Cybersecurity

We will continue to advance our cybersecurity by maturing governance practices and strengthening control measures for endpoint protection and identity and access management guided by industry frameworks.

Artificial intelligence (AI)

We will continue our AI journey by enhancing our governance, controls and enterprise-wide readiness to ensure safe, ethical, responsible and well governed adoption.

Data governance

We will focus on governance that prioritises remediation, consolidation and migration activities that support the transformation program and enable continuous operational improvement.

Information management

We will continue to mature information management practices by uplifting policies and procedures and developing our SharePoint architecture as a foundational capability.

ABOUT US
OUR ROLE
OUR STAKEHOLDERS
OUR ENVIRONMENT
OUR STRATEGIC PRIORITIES
OUR ENABLING CAPABILITIES
RISK MANAGEMENT
OUR PERFORMANCE

RISK MANAGEMENT

Sound risk management frameworks and practices, together with an embedded and mature risk culture, are fundamental to achieving our purpose and strategic priorities.

OUR RISK CULTURE

We promote a positive risk culture where identifying and managing risk is everyone's responsibility. Through open dialogue and effective practices, we strive to embed risk management into our day-to-day activities and make decisions that align with the organisation's risk appetite. We continue to prioritise the building of risk awareness and capabilities across the organisation.

We periodically review and assess our Risk Management Framework and practices against the Commonwealth Risk Management Capability Maturity Model. This informs and focuses our efforts on maturing and continuing to improve our risk management practices.

OUR RISK MANAGEMENT FRAMEWORK

Our Risk Management Framework (the framework) and practices aim to align with the Commonwealth Risk Management Policy and the international risk management standard (ISO 31000:2018).

The framework supports us to proactively identify, assess, treat, monitor and report risks, while ensuring appropriate strategies are in place to mitigate risk and maximise opportunities.

Over the period of this Corporate Plan, we will continue to mature our risk management practices in relation to linkage to strategy, integration of risks with our decision-making, operations, planning, control and reporting frameworks. We will continue to build our risk capability and to enhance information provided to the Board and its Committees to assist them in overseeing our material risks.

Coal LSL has 6 strategic risks and 6 enterprise risks, each with mitigations that are regularly monitored for alignment with our Risk Appetite Statement.

Oversight of Coal LSL's strategic and enterprise risks (including mitigation strategies for risks outside of tolerance) is undertaken by the Board and its Committees.

OUR STRATEGIC RISKS

Risk focus area	Risk mitigation
1 Reliable operations and service delivery	We maintain clear operational governance and service standards, continually review and improve end-to-end processes and strengthen business continuity and resilience arrangements. We monitor performance, address emerging issues early, and use insights from assurance activities to support continuous improvement.
2 Strong culture and capable workforce	We implement workforce planning, recruitment and capability development to ensure critical roles are filled and supported. We set expectations through leadership and values and maintain health, safety and wellbeing controls to support sustainable performance.
3 Effective regulation	We maintain a data-informed regulatory focus on employer engagement, education and enforcement supported by fit-for-purpose policies, procedures and assurance. We have a continuous improvement focus to strengthen capability, improve data analytics and implement governance practices to prioritise and monitor regulatory outcomes.
4 Stakeholder confidence and credibility	We maintain proactive, transparent and respectful engagement with government, industry and other stakeholders supported by clear communication and timely advice. We strengthen governance and accountability to support confidence in Coal LSL's operations and delivery and monitor stakeholder issues to inform action.
5 Financial funding	We apply prudent financial management, including robust actuarial and investment governance, monitoring of funding liquidity and oversight of key assumptions and performance. We maintain appropriate controls and reporting to support timely decisions and compliance with legislative and policy obligations.
6 Successful transformation delivery	We use structured program governance, benefit realisation, change management and assurance to manage scope, schedule, budget and dependencies. We oversee vendor performance, strengthen testing and readiness activities and manage operational impacts to support a controlled transformation program.

OUR ENTERPRISE RISKS

Risk focus area	Risk mitigation
1 Scheme data	We strengthen data governance, ownership and standards, improve system integration and data lifecycle controls and reduce reliance on manual processing through automation and validation. We monitor data quality, address backlogs and maintain continuity and recovery arrangements.
2 Privacy and confidentiality	We apply privacy by design, information asset management and access controls, supported by staff training and clear policies for handling, retention and disposal. We monitor compliance obligations and maintain incident response arrangements for privacy incidents.
3 Fraud and corruption	We maintain a fraud and corruption control framework, including segregation of duties, conflicts of interest management, vendor due diligence, monitoring and reporting channels. We promote integrity and a speak-up culture and respond to incidents in line with established escalation and investigation processes.
4 People safety	We maintain a work, health and safety framework with defined accountabilities, hazard identification and incident reporting, and fit-for-purpose training. We address psychosocial risks, monitor control effectiveness and implement continuous improvement actions.
5 Cyber environment	We implement cybersecurity controls aligned to standardised requirements, including identity and access management, monitoring and detection, secure configuration, patching and vendor assurance. We maintain and test incident response and recovery arrangements and uplift user awareness.
6 Delivery of major initiatives	We apply project and initiative portfolio governance, prioritisation and delivery assurance to manage interdependencies, resourcing and impacts on business-as-usual activities. We strengthen project and change management practices, set clear accountabilities and monitor delivery performance and benefit realisation.

OUR PERFORMANCE

Our purpose is to connect employees with their long service leave benefits and our performance measures support this goal.

Ensuring eligible employees can access clear and accurate information about their entitlements is a key indicator of our success. As of June 2026, we hold over 75 million hours of long service leave on behalf of more than 177,000 employees, including over 67,500 currently active in the industry.

We are clear in our purpose and committed to improving employee access to their entitlements with the goal of enabling more than 95% of active employees to access their information anytime, anywhere.

Our goal is that **more than 95%** of active employees can access their long service leave record in real time.

74%* **of active employees**
have access to their long service leave balance in real time.
*6-month rolling average at 30 June 2026.

75.1 million
hours of long service leave held at 30 June 2026.

2.3 million
long service leave hours taken in 2025–26.

67,572
active employees in the industry at 30 June 2026.

STRATEGIC PRIORITY: Prudent financial management

Outcome: Adequate fund surplus to meet long service leave liabilities.

Measure	Description	2025–26*	TARGETS 2026–27	2027–28	2028–29	2029–30
Fund Surplus	The ratio of funds under management over the actuarial discounted liability provision.	131%	115% (+15/ -5%)	115% (+15/ -5%)	115% (+15/ -5%)	115% (+15/ -5%)
Investment Portfolio Return	The annual portfolio return expressed as an 8-year rolling average.	6.9%	CPI + 3% over rolling 8-year period	CPI + 3% over rolling 8-year period	CPI + 3% over rolling 8-year period	CPI + 3% over rolling 8-year period
Administration Expense Ratio (AER)†	The ratio of total cash expenditure over fund income‡ expressed as a 12-month rolling average.	0.60%	≤ 0.84%	≤ 0.56%	≤ 0.56%	≤ 0.56%

* Actuals as at 30 June 2026. † The costs associated with Coal LSL's multi-year transformation will temporarily increase our AER.
‡ Fund income = appropriated levy receipts divided by payroll levy rate %.

STRATEGIC PRIORITY: Engaged, active and compliant participants

Outcome: Employers comply with their obligations under the legislation.

Measure*	Description	2025–26†	TARGETS 2026–27	2027–28	2028–29	2029–30
Employer Compliance	The % of employers who submit both levy returns and payments by the due date.	72%	75%	85%	90%	90%
On-time Levy Submissions	The % of employers who submit levy returns by the due date.	89%	90%	91%	95%	95%
On-time Levy Payments	The % of employers who submit payments by the due date.	72%	75%	85%	90%	90%
Entitlement Recorded On-time	The % of active employees whose entitlements were recorded on a levy return received by the due date.	93%	94%	95%	95%	95%

* All measures are based on a 6-month rolling average. † Actuals as at 30 June 2026.

STRATEGIC PRIORITY: Effective operations

Outcome: Improved productivity through digital and streamlined processes that enhance stakeholder interactions.

Measure*	Description	2025–26†	TARGETS 2026–27	2027–28	2028–29	2029–30
Core Process Effectiveness	The % of core processes that meet or exceed their SLAs.	60%	57%‡	62%	77%	93%
Levy Lines Processed	The % of levy lines processed within 3 business days.	49%	45%‡	50%	70%	95%
Leave Applications Processed	The % of leave applications processed in 1 business day.	88%	85%‡	90%	95%	95%
Reimbursement Claims Processed	The % of reimbursement claims processed within 3 business days.	44%	40%‡	45%	65%	90%
Transformation Milestones Achieved	Milestones achieved on time and within budget (+/-5%).	n/a	n/a	Core registry upgraded	n/a	Program benefits delivered

* All measures are based on a 6-month rolling average.
† Actuals as at 30 June 2026, excluding public holidays. ‡ The decline in metrics from baseline for FY2026–27 assumes an increase in processing volumes from new legislation and scheme growth managed by stable capacity.

ENABLING CAPABILITIES: Strengthening organisational capabilities

Outcome: Improved maturity across our four enabling capabilities.

Measure	Description	2025–26*	TARGETS 2026–27	2027–28	2028–29	2029–30
Capability Maturity	The average maturity score across all capability elements.	2.3	2.6	2.9	3.1	3.3
People Capability†	The average maturity score across all people elements.	1.5	2.0	2.7	2.8	3.0
Technology Capability‡	The average maturity score across all technology elements.	2.1	2.5	3.0	3.2	3.2
Data Capability§	The average maturity score across all data elements.	1.8	2.0	2.2	2.7	3.0
Risk Capability#	The average maturity score across all risk elements.	4.0	4.0	4.0	4.0	4.0

* Actuals as at 30 June 2026. † The target maturity is 3.0. ‡ The target maturity is 3.2. § The target maturity is 3.7.
# The target maturity is 4.0.

LIST OF REQUIREMENTS

The following table outlines the mandatory requirements for our Corporate Plan and where the information was included in Coal LSL's 2026–27 Corporate Plan.

It summarises the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) requirements, including references for each requirement.

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 1 of the PGPA Rule	Introduction	The following: a. a statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act; b. the reporting period for which the plan is prepared; c. the reporting periods covered by the plan.	3
s16E(2) item 2 of the PGPA Rule	Purposes	The purposes of the entity.	5
s16E(2) item 3 of the PGPA Rule	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	8
s16E(2) item 4 of the PGPA Rule	Operating context	For the entire period covered by the plan, the following:	
s16E(2) item 4(a) of the PGPA Rule	Environment	a. the environment in which the entity will operate;	16
16E(2) item 4(b) of the PGPA Rule	Capability	b. the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes;	24
s16E(2) item 4(c) of the PGPA Rule	Risk	c. a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed;	28
s16E(2) item 4(d) of the PGPA Rule	Cooperation	d. details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes;	14
s16E(2) item 4(e) of the PGPA Rule	Subsidiaries	e. how any subsidiary of the entity will contribute to achieving the entity's purposes.	Not applicable – Coal LSL does not have subsidiaries.
s16E(2) item 5 of the PGPA Rule	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: a. specified performance measures for the entity that meet the requirements of section 16EA; and b. specified targets for each of those performance measures for which it is reasonably practicable to set a target.	32

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