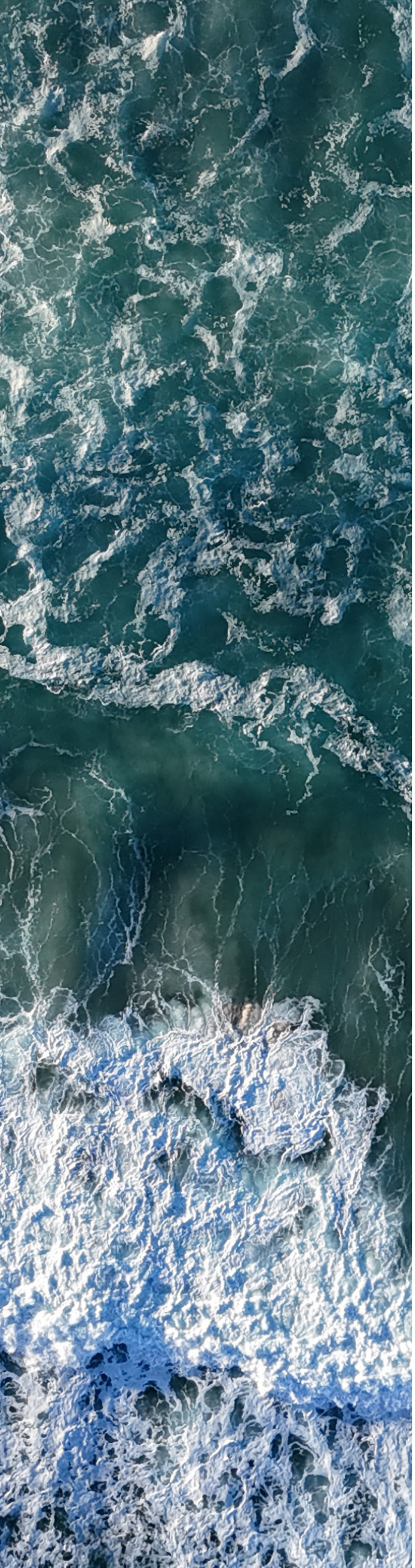
Workforce and Accommodation Strategy

May 2026

MARINUS LINK

‘We acknowledge the First Peoples of the Country on which Marinus Link will be constructed in Tasmania, across Bass Strait and in Victoria. We recognise the Tasmanian Aboriginal Community and Traditional Owners in Victoria and their continuing connection to land, sea, waterways, sky, and culture and pay our respects to all elders past and present.’

Contents



1. Executive Summary

Marinus Link is a major energy infrastructure project that will be delivered across Victoria and Tasmania over approximately four years, spanning 345 kilometres between Gippsland, Victoria and Heybridge, Tasmania. The project will create significant employment, supply chain, and economic opportunities for regional communities.

While projects of this scale bring clear benefits, they can also place additional demand on local housing and essential services if not carefully managed. For Marinus Link, the scale and duration of construction mean these impacts are expected to be manageable. However, the project is being delivered at a time when several other major infrastructure and energy developments are occurring in Gippsland and North West Tasmania. As a result, the cumulative impact of multiple projects has the potential to influence local housing availability and affordability.

Marinus Link Pty Ltd (MLPL) recognises the importance of proactively managing these risks to ensure local communities continue to benefit from development without experiencing unintended pressures on housing or essential services.

This Workforce and Accommodation Strategy (the Strategy) provides the approach MLPL, through its contractors, will take to minimise potential impacts and support positive outcomes for local communities. Central to the approach is a local-first workforce strategy, which prioritises local recruitment, training and upskilling to maximise participation by people already living in the regions.

In addition, the Strategy outlines MLPL's estimated contractor workforce for Stage 1 in key construction locations, including Heybridge in North West Tasmania and Waratah Bay / Sandy Point, Hazelwood, and the broader cable route in Gippsland.

Importantly, these estimates focus on contractors' 'blue collar' workforce, including construction and field-based roles. Estimates indicate that, during six-month peak construction periods, the combined local and non-local workforce requirements will be approximately:

- **150** in Hazelwood in early-2028
- **30** in Waratah Bay / Sandy Point in late 2029
- **140** across the rest of alignment throughout 2027
- **150** in Heybridge in mid-2027

The non-local workforce is forecast to reach a peak of 70 in Tasmania in 2028, and up to 136 across Victorian project locations in 2027.

The Strategy does not address the number of MLPL and contractor 'white-collar' positions anticipated over the coming years, as these roles are expected to be accommodated through existing offices in Hobart and Melbourne or be drawn from talent already living within the regions.

It is anticipated that corporate, professional, management and project support teams will continue to operate predominantly from these centralised office locations throughout the project lifecycle.

The Strategy establishes a framework for ongoing monitoring of workforce and housing conditions, enabling the project to identify emerging pressures early. Through defined triggers and regular engagement with local councils, government agencies and regional stakeholders, the project will assess whether additional measures are required.

Where necessary, this may include facilitating temporary workforce accommodation solutions to ensure project workforce needs do not place undue pressure on local housing markets.

Through this approach, MLPL aims to balance the delivery of a nationally significant infrastructure project with a strong commitment to supporting sustainable regional growth and positive social outcomes.

Photo: Inverloch, South Gippsland Victoria

2. Purpose and Overview

2.1 Purpose of the Strategy

The purpose of the MLPL Workforce and Accommodation Strategy (the Strategy) is to provide a structured and coordinated approach to workforce planning, development, and accommodation for the construction and delivery of the Marinus Link project across North West Tasmania and Gippsland, Victoria.

This Strategy has been developed to:

- Ensure MLPL can attract, develop, and retain a skilled workforce across all phases of the project.
- Maximise local workforce participation, capability uplift, and long-term regional benefits.
- Minimise adverse impacts on local housing markets, community amenity, and other regional industries.
- Align with MLPL's Australian Industry Participation Plan (AIPP), Industry Participation Strategy, and Sustainability Framework.
- Align with regional workforce, training and housing initiatives to deliver lasting benefits for the region.
- Provide guidance to MLPL, its leading contractors, and supply chain partners on workforce development and accommodation decision-making.

3. Introduction

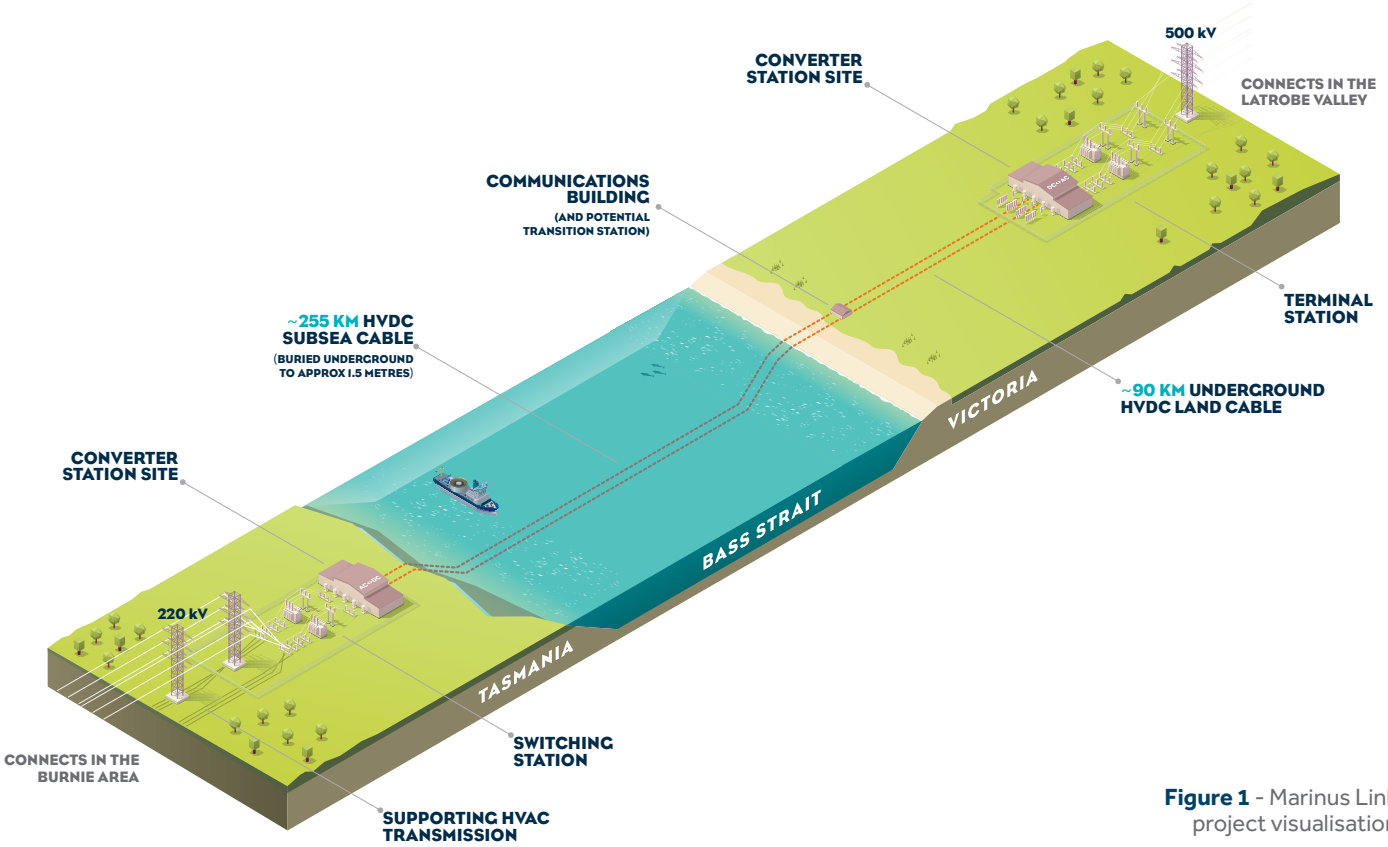


Figure 1 - Marinus Link project visualisation

3.1 The Project

Marinus Link is a new undersea and underground electricity and telecommunications interconnector between Victoria and Tasmania.

It will combine Victoria's wind and solar with Tasmania's flexible hydropower and geographically diverse wind. This powerful synergy will strengthen Australia's national grid, promote renewable energy investment and create thousands of direct, indirect and induced jobs.

The project includes high-voltage and fibre-optic cables spanning 255 km across Bass Strait and 90 km underground in Gippsland, along with a fibre-optic terminal station at Sandy Point and converter stations at Heybridge and Hazelwood. Marinus Link will be delivered in two stages. Initially, as a 750 MW HVDC cable and converter system (Stage 1) with a second 750 MW to follow at a later date (Stage 2).

MLPL is jointly owned by the Commonwealth of Australia, the State of Tasmania and the State of Victoria. MLPL is responsible for progressing the Marinus Link interconnector project.

At peak construction of Stage 1, Marinus Link is expected to create thousands of direct, indirect and induced jobs in Victoria and Tasmania, and thousands more because of growing industries.

3.2 Project timeframe

The Strategy is based on several key project phases outlined in Figure 2 below.

Aligning with this schedule is key to the project's delivery and to upholding MLPL's integrity, reputation and social licence.

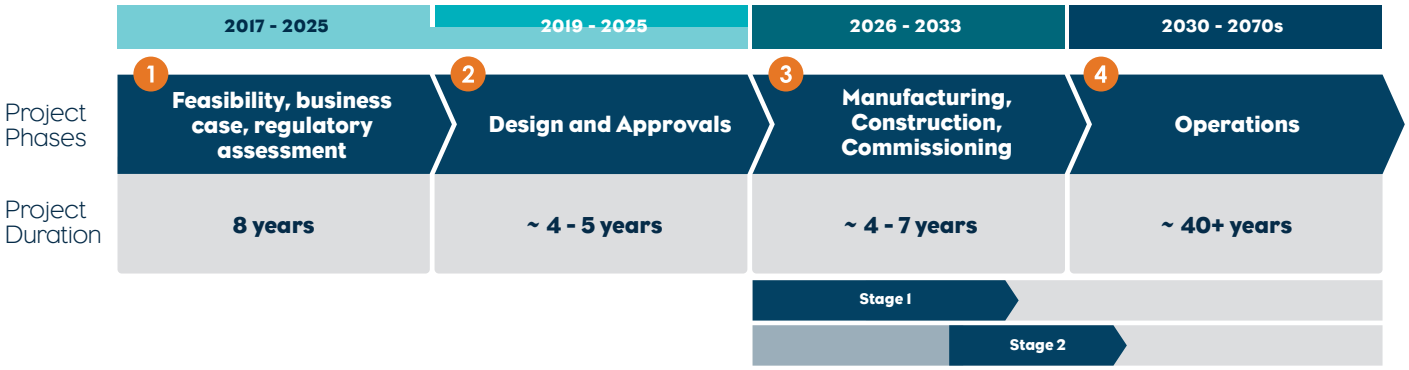


Figure 2 - Timeline of the Marinus Link project

Photo: Sandy Point preparatory works, South Gippsland

4. Strategic Context

Marinus Link is a national-scale infrastructure project that will require a diverse workforce across civil, electrical, marine, manufacturing, logistics, professional, and support services. The project presents a substantial opportunity to:

- Build long-term workforce capability in both North West Tasmania and Gippsland, Victoria.
- Support emerging clean energy industries, including offshore wind in Gippsland.
- Create pathways for young people, workers in transition, underrepresented workforce, and First Peoples.
- Strengthen local industry and education partnerships.

This Strategy recognises that workforce planning and accommodation are intrinsically linked and must be managed in an integrated manner to deliver sustainable project outcomes.

Throughout the Marinus Link construction period, workforce development and workforce accommodation are the responsibility of individual contractors to plan, deliver and manage. Contractors are expected to ensure their workforce strategies align with project requirements and are implemented in a manner that supports both construction delivery and positive regional outcomes. This includes developing a suitably skilled workforce, prioritising local employment and training opportunities, and ensuring appropriate accommodation solutions are in place for all project personnel.

Each contractor must understand and meet the specific obligations outlined in MLPL's Australian Industry Participation Plan. This requires contractors to actively maximise opportunities for Australian and local businesses, workers and service providers, and to demonstrate how participation commitments are translated into practical outcomes across their scope of works. Clear governance, monitoring and reporting arrangements are essential to ensure these commitments are delivered throughout the construction phase.

Workforce accommodation planning must also align with the principles set out in the Marinus Link Workforce Accommodation Guide, provided to contractors in early project development. Contractors are responsible for identifying and implementing accommodation solutions that minimise impacts on local housing availability and affordability, particularly in communities with constrained housing supply. By proactively managing accommodation demand and avoiding reliance on existing residential housing, contractors play a critical role in protecting local communities while supporting the successful delivery of the Marinus Link project.

4.1 Structure of the Strategy

The Strategy is structured into two primary sections:

- **Section 1:** Workforce Development
- **Section 2:** Workforce Accommodation

Each section outlines objectives, guiding principles, implementation approaches, and considerations relevant to MLPL and its contractors.

5. Workforce Development

5.1 Workforce Development Objectives

MLPL's workforce development objectives are to:

- ◊ Prioritise employment of local and regional workers wherever possible.
- ◊ Build sustainable workforce capability aligned with current and future energy infrastructure needs.
- ◊ Support diversity, inclusion, and equitable participation across the workforce.
- ◊ Avoid workforce displacement or "drain" from other critical regional industries.
- ◊ Leave a lasting skills legacy in both North West Tasmania and Gippsland.

5.2 Importance of Industry and Local Supply Chain Collaboration

5.2.1. Collaboration

The scale, complexity, and specialist nature of Marinus Link means that no single organisation can meet workforce needs in isolation. Working closely with industry, contractors, education service providers, and the local supply chain is essential to:

- ◊ Identify current and future skills gaps early.
- ◊ Align training pipelines with actual project demand.
- ◊ Reduce reliance on fly-in/fly-out (FIFO) or non-local labour.
- ◊ Enable small to medium enterprises (SMEs) to participate meaningfully.
- ◊ Build regional resilience beyond the life of the project.

5.2.2. Local Supply Chain Integration

Strong local supply chain engagement supports:

- ◊ Increased local employment and economic benefit.
- ◊ Shorter mobilisation times and reduced accommodation demand.
- ◊ Knowledge transfer and capability uplift within regional businesses.
- ◊ Alignment with MLPL's procurement and sustainability objectives.

5.3 Alignment with Australian Industry Participation Plan and Industry Participation Strategy

MLPL's workforce development approach is directly aligned with its Australian Industry Participation Plan (AIPP) and Industry Participation Strategy, which prioritise:

- ◊ Local workforce participation across construction and operations.
- ◊ Local procurement and engagement of Australian businesses.
- ◊ Diversity and inclusion, including gender diversity and inclusive employment practices.
- ◊ First Peoples participation, including employment, training, and supplier engagement opportunities.

Workforce development initiatives will be designed to ensure contractors and subcontractors can meet these commitments through:

- ◊ Transparent workforce reporting
- ◊ Measurable participation targets
- ◊ Continuous engagement with regional stakeholders.

5.4 Diversity, Inclusion, and First Peoples Participation

5.4.1. Diversity of Workforce

MLPL is committed to building a workforce that reflects the diversity of the communities in which it operates. This includes:

- Increasing participation of women in traditionally male dominated roles.
- Supporting culturally and linguistically diverse workers.
- Providing flexible employment arrangements where feasible.

5.4.2. First Peoples Participation

The Strategy supports meaningful First Peoples participation through:

- Early engagement with Aboriginal organisations and Traditional Owners.
- Targeted employment and apprenticeship pathways.
- Cultural awareness training across the workforce.
- Support for First Peoples Owned Businesses within the supply chain.

5.5 The Industry Capability Network

The Industry Capability Network (ICN) plays a critical role in supporting MLPL to maximise Australian industry participation and enhance opportunities for local small to medium enterprises (SMEs).

ICN provides a structured and transparent mechanism for promoting project work packages to local suppliers through its established digital platforms and regional networks, ensuring equal and open access to information about contracting opportunities.

Through early engagement with ICN, MLPL and its leading contractors can identify capable local businesses, assess industry capacity, and communicate upcoming procurement opportunities in advance of tendering. This approach enables SMEs to better prepare for participation, including forming consortia, addressing capability gaps, and aligning workforce and training requirements with project demand.

Working with ICN is a key requirement under MLPL's AIPP. The AIPP supports the use of ICN to promote contractor work packages on an equitable basis and to support monitoring and reporting of local industry participation outcomes.

By leveraging ICN's expertise and networks, MLPL strengthens local supply chain engagement, supports regional workforce development, and delivers sustainable economic benefits to communities impacted by the project.

5.6 Industry and Workforce Development Working Group

5.6.1. Purpose of the Working Group

The MLPL Industry and Workforce Development Working Group is a key catalyst for collaboration and local workforce outcomes. The Working Group brings together:

- Marinus Link
- Leading contractors: TasVic Greenlink, Hitachi, and Prysmian
- Education and training providers
- Industry bodies

5.6.2. Role and Outcomes

The Working Group will create opportunities to:

- Coordinate workforce demand forecasting across contractors.
- Align training programs with project schedules.
- Develop shared apprenticeship, traineeship, and upskilling initiatives.
- Facilitate workforce mobility between contractors where appropriate.
- Support consistent messaging to local communities and job seekers.

This collaborative approach ensures workforce development is proactive, coordinated, and regionally focused across North West Tasmania and Gippsland.

6. Scope of Marinus Link leading contractors

TasVic Greenlink

TasVic Greenlink

A DT Infrastructure Samsung C&T Joint Venture

TasVic Greenlink is responsible for the delivery of the onshore and nearshore civil, electrical and construction works associated with the Marinus Link project in both Tasmania and Victoria. It will have the largest number of workers throughout the project's construction phase.

Works include site establishment, earthworks, access roads, trenching, tunnelling construction of converter station civil works and supporting infrastructure.

As the leading civil and construction contractor, TasVic Greenlink intends to source a significant proportion of its workforce locally from the Gippsland region and North West Tasmania.

Based on assessments of the project requirements and the capability of the surrounding labour market, the vast majority of the workforce required for delivery of this contract is already available within these local regions.

TasVic Greenlink has established strong relationships with regional contractors, suppliers, and labour providers, and early engagement has demonstrated strong market signals that local industry is well positioned to deliver a substantial level of local content across civil works, construction activities, transport, plant, materials supply and supporting services.

This approach will maximise regional economic participation, strengthen local industry capability, and ensure the project delivers long-term benefits to the communities in which the works are undertaken.

TasVic Greenlink's scope also incorporates integration with other contractors to ensure safe and efficient handover points between onshore and offshore activities.

Prysmian

prysmian

Prysmian is responsible for the design, manufacture, supply, transport, installation and commissioning of the high voltage direct current submarine and land cable systems. This includes cable manufacturing, testing, logistics planning, marine installation, burial and protection works, jointing, termination and system testing.

Prysmian's scope encompasses both offshore and onshore cable activities, including shore crossings, and requires close coordination with marine operators, civil contractors, and converter station delivery teams.

Due to the highly specialised nature of HVDC cable technology and the limited number of global manufacturers capable of delivering these systems, the cables and associated specialist services will be sourced internationally.

As a result, the majority of Prysmian's workforce associated with these activities is expected to be non-local and composed of highly skilled, experienced technical personnel.

This includes specialist crews responsible for shore crossing and horizontal directional drilling activities, offshore cable laying operations, subsea installation works, and the highly technical cable jointing and testing activities undertaken both offshore and onshore.

For offshore cable installation activities, Prysmian personnel are expected to be accommodated on dedicated offshore installation vessels, while technicians undertaking onshore cable jointing and commissioning works at landfall and converter station interfaces are also anticipated to be predominantly non-local.

Despite the specialist nature of these activities, Prysmian recognises the opportunity to support local workforce participation through targeted training, knowledge

transfer, and skills development initiatives, which may include localised training programs and support roles that build regional capability and exposure to large-scale energy infrastructure delivery.

Hitachi Energy

Hitachi Energy is responsible for the design, manufacture, supply, installation and commissioning of the high voltage direct current (HVDC) converter station equipment for the Marinus Link project.

This includes the delivery of power electronics, control and protection systems, transformers, reactors, and associated auxiliary systems required to enable the reliable operation of the interconnector.

Hitachi Energy's scope spans detailed engineering, factory testing, logistics, on-site installation, integration with civil works, and system commissioning.

Hitachi Energy intends to source goods, materials, and specialist equipment through a combination of local, national, and international supply chains to support the successful delivery of the converter station sites at Hazelwood and Heybridge.

Wherever practical, priority will be given to engaging local suppliers, subcontractors, and service providers within Gippsland and North West Tasmania to maximise regional economic participation and build long-term industry capability.

Hitachi also recognises the importance of developing local workforce opportunities and intends to support apprenticeships, traineeships, and broader skills development initiatives throughout the project lifecycle.

Given the scale and technical complexity of the converter station works, the project workforce will comprise a balanced mix of local and non-local personnel, including highly specialised technical experts and experienced HVDC construction and commissioning professionals sourced internationally and from across Australia.

This blended workforce approach will ensure the project benefits from global expertise while creating meaningful employment, training, and knowledge transfer opportunities for local communities and regional industry.

Photo: Inside a converter station. Courtesy of Hitachi Energy

Photo: Sandy Point preparatory works, South Gippsland Victoria

7. Contractor Workforce Profiles and Histograms

The following sections provide workforce histograms to identify where periods of peak workforce, both local and non-local, will be required.

MLPL's contractor-specific and consolidated workforce histograms have been developed to illustrate the anticipated workforce profile across discrete six-month periods during the construction phase between 2026 and 2030.

These histograms provide an indicative view of workforce demand in key construction locations over time, including the expected peaks and fluctuations associated with different stages of project delivery and contractor mobilisation.

The histograms are intended to represent blue collar workforce requirements within each individual period only and should not be interpreted as cumulative totals across the full construction program.

Many contractors and subcontractors are expected to mobilise, demobilise and transition across multiple six-month periods as works progress, meaning individual personnel and work crews may be represented across successive timeframes.

Accordingly, the workforce histograms are designed to support workforce planning, accommodation assessments and infrastructure coordination, rather than to indicate a total aggregated workforce number through simple multiplication across all reporting periods.

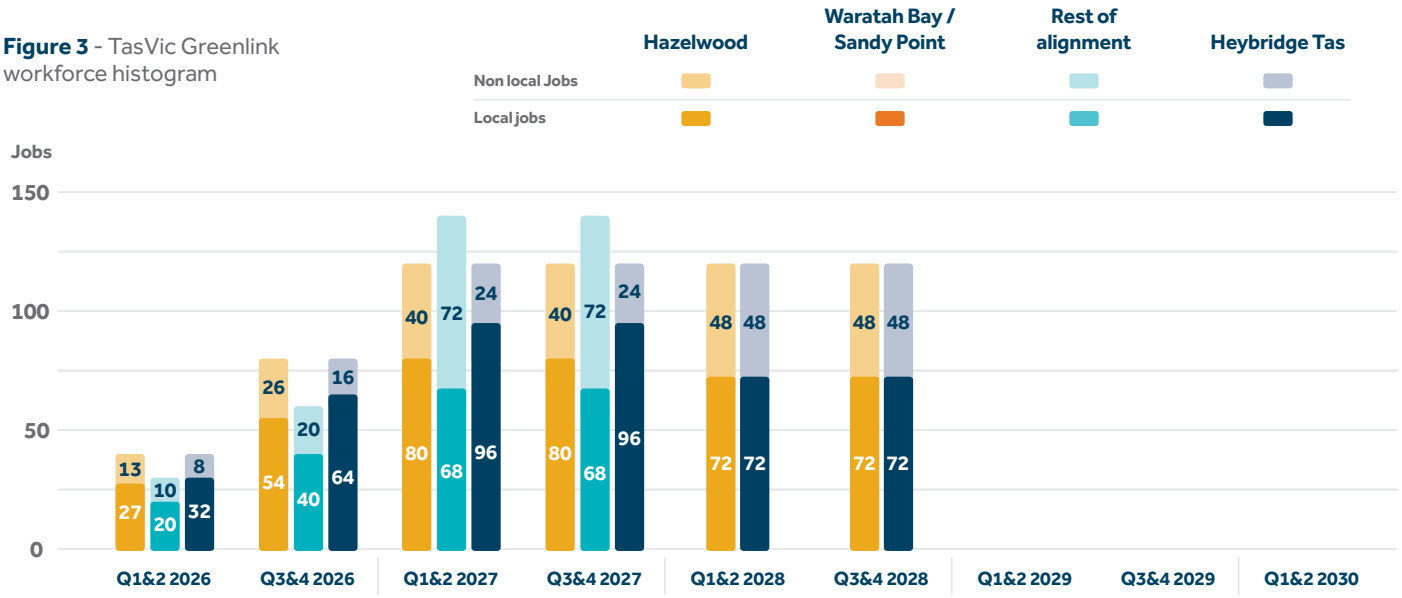
7.1 TasVic Greenlink

TasVic Greenlink (TVGL) workforce numbers indicates non-local workforce will peak in 2027, with up to 112 non-local workers across Victoria and up to 24 in Tasmania. The peak of non-local workforce for Tasmania is in 2028, with up to 48 non-local workers required at the Heybridge site.

Indicative Workforce Categories:

- **Project Management and Engineering**
- **Civil and Building Construction**
- **Electrical Installation**
- **Environmental and Safety**
- **Administration and Support.**

Figure 3 - TasVic Greenlink workforce histogram



7.1.1. Additional analysis

As TVGL has the largest workforce, potential options to accommodate non-local workforce are detailed below.

Tasmania

Long-term leases across North West regions:

- Burnie City
- Waratah-Wynyard
- Central Coast
- Devonport
- Latrobe
- Kentish

Short-term accommodation:

- Short-term rentals (Airbnb, Booking.com)
- Holiday rentals
- Home-sharing and peer sharing

Local workforce living away from home (could be either short-term or long-term arrangements)

Drive in / drive out or staff bus

Victoria

Long-term leases across local region:

- Traralgon
- Moe
- Morwell
- Warragul
- Drouin
- Leongatha
- Korumburra
- Wonthaggi
- Phillip Island
- Inverloch

Short-term accommodation:

- Short-term rentals (Airbnb, Booking.com)
- Holiday rentals
- Home-sharing and peer sharing

Drive in / Drive out or staff bus

7.2 Hitachi

As the Hitachi workforce will be focused on the converter station works, their workforce will be concentrated around Hazelwood, Victoria and Heybridge, Tasmania. The non-local workforce at both converter station sites is expected to peak in the second half of 2028 with up to 20 non-local workers required at each site.

Indicative Workforce Categories:

- **High Voltage Electrical Specialists**
- **Control Systems and Commissioning**
- **Manufacturing and Assembly**
- **Testing and Quality Assurance**
- **Logistics and Supply Chain.**

Figure 4 - Hitachi workforce histogram

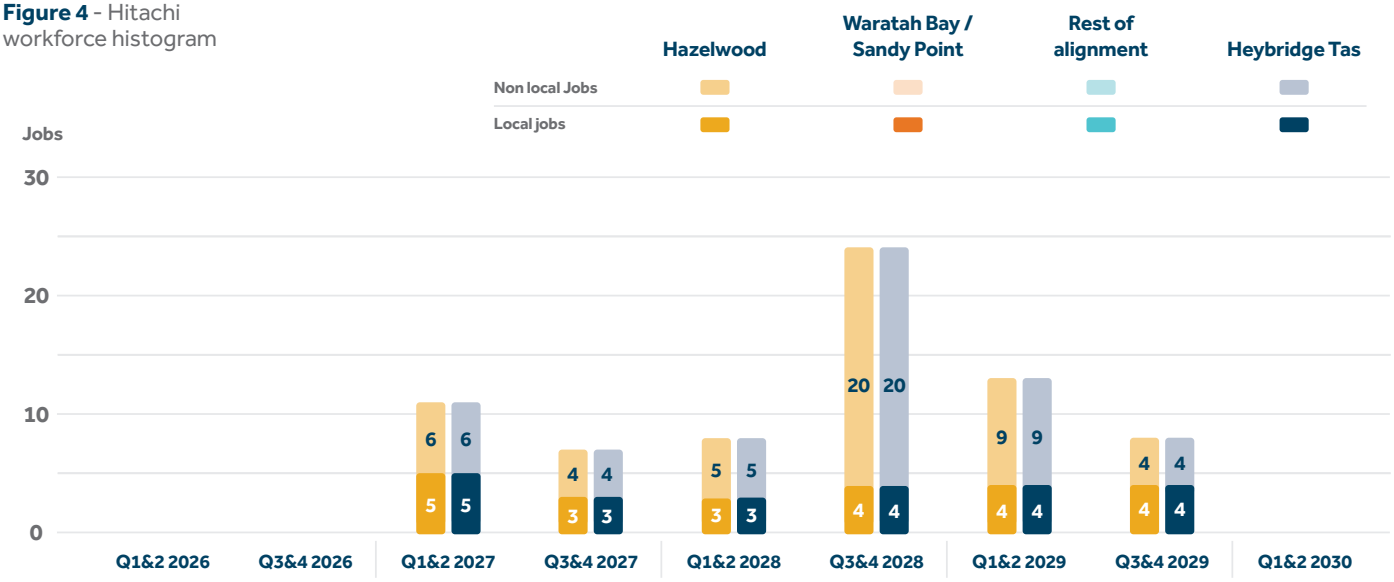


Photo: Heybridge, North West Tasmania

7.3 Prysmian

The Prysmian workforce numbers indicate two peak periods for non-local workers across Victoria and Tasmania. The first is in 2026 with up to 23 non-local workers required across the Victorian sites and up to 23 non-local workers required in Tasmania. Numbers are expected to peak again in Victoria in late 2029 as the cables come onshore in Sandy Point, with up to 54 non-local workers required. Around 40 non-local workers are required for Tasmania in early 2030 to facilitate cable shore crossing works.

Indicative Workforce Categories:

- **Cable Manufacturing**
- **Cable Transport and Handling**
- **Subsea Installation Specialists**
- **Jointing and Termination**
- **Testing and Commissioning.**

Figure 5 - Prysmian workforce histogram

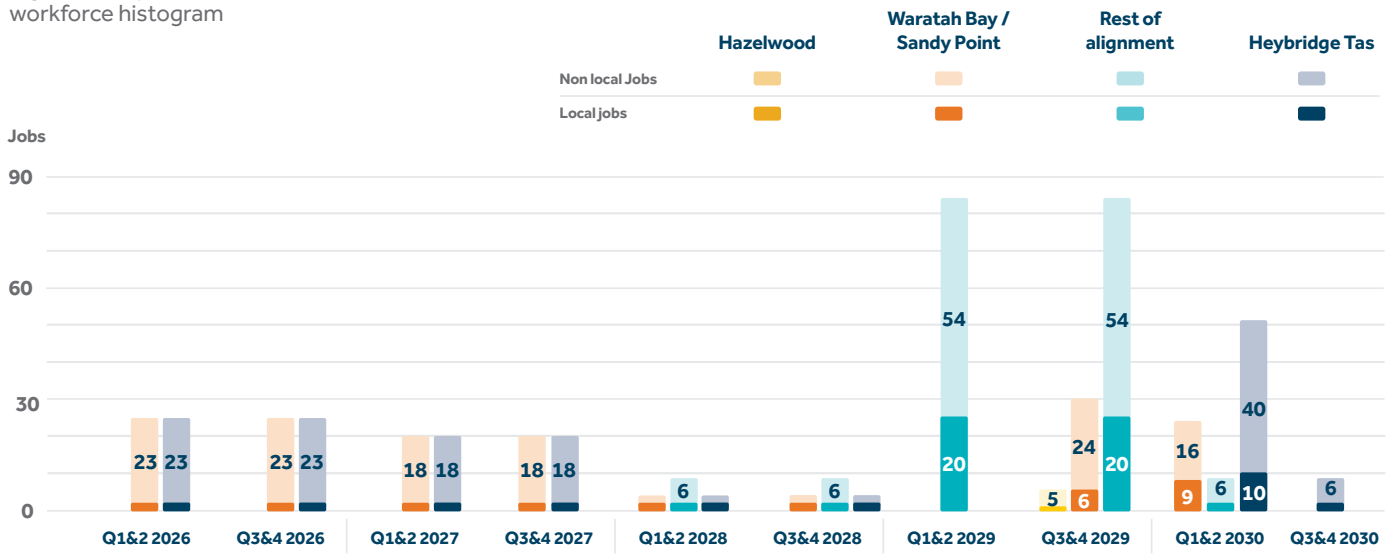


Photo: Prysmian cable ship, the Leonardo Da Vinci

7.4 All MLPL Contractors - Consolidated Workforce Histogram

The cumulative impact of all predicted non-local workforce can be viewed below. The periods of peak non-local workforce are likely to be as follows:

- **Victorian sites** – calendar year 2027, with up to 136 non-local workers potentially required.
- **Tasmanian site** – calendar year 2028, with up to 70 non-local workers potentially required.

It should be noted that there is approximately 90km between MLPL's Hazelwood site and Sandy Point site in Victoria. The additional workforce will be spread across the alignment.

Figure 6 - Consolidated workforce histogram

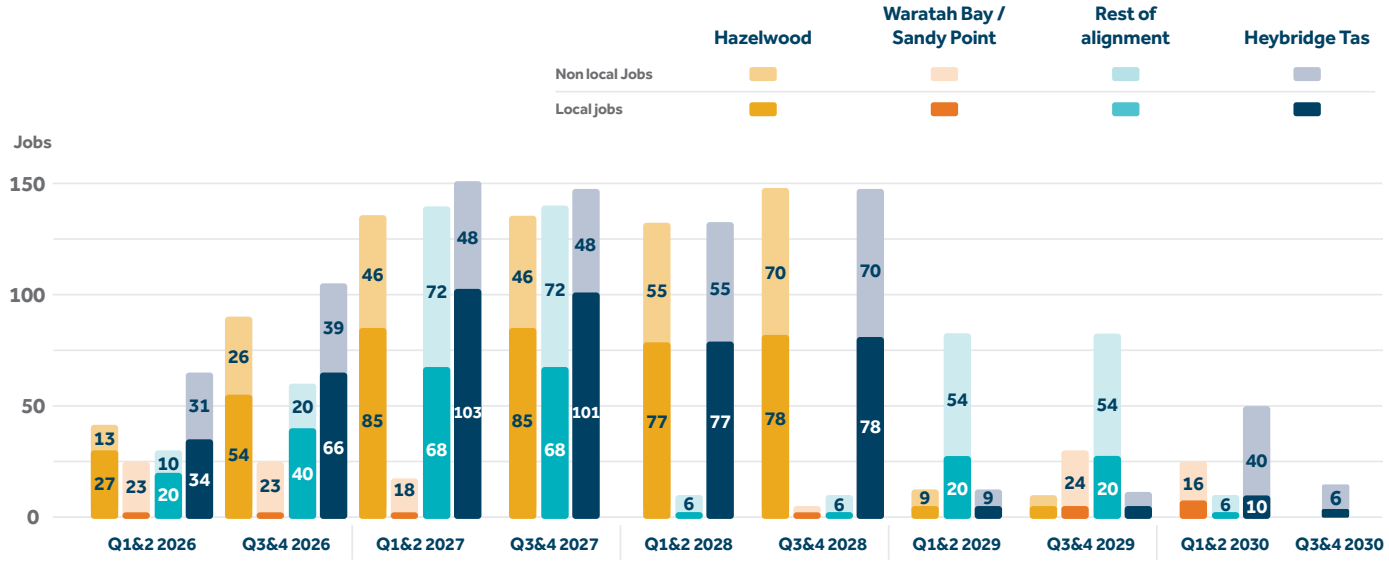



Photo: Leongatha, South Gippsland Victoria

8. Workforce Accommodation

8.1 Workforce Accommodation Objectives

The workforce accommodation objectives are to:

- Minimise pressure on local housing markets.
- Consider project costs and the impact to consumers.
- Prioritise local workforce participation to reduce accommodation demand.
- Support worker wellbeing, safety, and fatigue management.
- Deliver accommodation solutions that align with community expectations and sustainability outcomes.

8.2 Regional Profiles

With North West Tasmania and Gippsland set to be home of a number of major energy and other infrastructure projects, there is potential for cumulative workforce demand that must be managed collaboratively.

8.2.1. North West Tasmania

North West Tasmania is characterised by:

- A mix of regional centres and smaller coastal and inland communities.
- Existing pressures on housing availability and affordability.
- A workforce with strong capability in civil construction, manufacturing, and energy-related industries.
- Accommodation planning must be sensitive to:
  - Seasonal tourism impacts.
  - Limited short-term rental stock.
  - Community concerns regarding housing affordability.

8.2.2. Gippsland, Victoria

Gippsland is a large and diverse region with:

- A growing energy transition workforce.
- Emerging offshore wind developments.
- Varied housing availability across towns and coastal areas.

In the summer months, the population at Sandy Point / Waratah Bay increases significantly and should be considered when planning workforce accommodation requirements.

8.3 Alignment with Workforce Accommodation Guidelines and Sustainability Framework

MLPL's Workforce Accommodation Guidelines prioritise:

- Locally sourced workforce first, to minimise temporary accommodation needs.
- Alignment with the project's Sustainability Framework, including social and economic outcomes.
- Avoidance of unnecessary FIFO / DIDO practices.
- Accommodation decisions will be informed by workforce planning, training outcomes, and local capacity assessments.

8.4 Training and Development to Reduce Accommodation Demand

To minimise workforce drain from other sectors and reduce accommodation pressure, MLPL through its contractors will:

- ◊ Identify training and development opportunities early.
- ◊ Focus on young people, workers in transition, and First Peoples.
- ◊ Support upskilling of existing local workers rather than importing labour.
- ◊ Align training delivery with contractor workforce schedules.

8.5 Fatigue Management Considerations

Fatigue management is a critical consideration in workforce and accommodation planning, including:

- ◊ Minimising long-distance daily commuting.
- ◊ Locating accommodation close to work sites where possible.
- ◊ Providing appropriate rest facilities.
- ◊ Designing rosters that align with accommodation availability and travel times.

8.6 Evaluation of Temporary Accommodation Options

Any temporary accommodation options will be evaluated against:

- ◊ Ability to meet workforce needs.
- ◊ Overall cost and value for money.
- ◊ Potential economic benefit to local communities, including local suppliers and services.
- ◊ Impact on local tourism, housing availability and affordability.

8.7 Engagement with Local Councils and Stakeholders

MLPL will consider advice from:

- ◊ Local councils.
- ◊ Regional development bodies.
- ◊ Housing and community stakeholders.
- ◊ Tourism operators and key bodies

This engagement will inform decisions related to:

- ◊ Land use planning.
- ◊ Housing availability and affordability.
- ◊ Economic development initiatives.
- ◊ Training and workforce support programs.

8.8 Coordination with Other Regional Projects

Where feasible, MLPL in collaboration with its contractors will explore opportunities to:

- ◊ Coordinate workforce accommodation with other major projects.
- ◊ Reduce cumulative impacts across each region.
- ◊ Share accommodation solutions, where offshore wind projects may drive concurrent workforce demand.

8.9 Purpose-Built Accommodation and Legacy Opportunities

If purpose-built accommodation is required, MLPL's contractors will consider:

- ◊ Legacy housing outcomes that benefit local communities post-construction.
- ◊ Conversion to affordable housing, worker housing, or community facilities.
- ◊ Alignment with local council housing strategies and long-term needs.

9. Measuring and responding to impact

9.1 Contractor Reporting Requirements

Contractors will provide workforce accommodation reporting to MLPL during construction, including:

- Total workforce numbers by work location
- Number and percentage of workers
- Living within 100 km of the worksite
- Living beyond 100 km of the worksite (non-local workforce)

Type of accommodation used by non-local workforce:

- Short-stay / hotel / motel
- Contractor-provided accommodation
- Anticipated workforce changes over the next 3–6 months.

This reporting will enable MLPL to:

- Monitor emerging accommodation pressures early
- Apply the appropriate response level
- Coordinate responses with Councils, industry and regional forums.

9.2 Workforce Accommodation Pressure Framework (Triggers)

MLPL applies a Low / Medium / High pressure framework to assess when project workforce demand may contribute to housing stress, reduced availability or declining affordability in local communities.

Pressure levels are informed by a combination of:

- Rental market conditions (availability and affordability)
- Workforce composition (including the proportion of non-local workers)
- Seasonal and cumulative project impacts
- Feedback from Councils and local housing stakeholders.

This approach recognises that our regions already experience structural housing pressures and that relatively small increases in demand can have disproportionate impacts, particularly during peak seasonal periods.

Photo: Burnie, North West Tasmania

Table 1 - Triggers to assess housing risk

Pressure Level	Indicative Triggers*	Risk Profile
Low	◊ Rental vacancy rates ≥2% across the primary workforce catchment ◊ No material seasonal or cumulative pressures ◊ Non-local workforce demand is modest and manageable	Minimal accommodation pressure
Medium	◊ Rental vacancy rates <2% and trending downward in one or more workforce towns, or ◊ Rental prices increasing materially above regional trends, or ◊ Evidence of emerging displacement in short-stay accommodation (including seasonal tourism impacts) ◊ Non-local workforce demand is modest and manageable	Emerging pressure on short-stay and rental accommodation
High	◊ Rental prices exceeding recognised housing stress thresholds, or ◊ Sustained displacement of residents or seasonal visitors, or ◊ Cumulative workforce demand from multiple projects exceeds local accommodation capacity	High risk of housing stress and community impact

9.3 Contractor-Led Responses

Low Pressure – Monitor, Planning and Local Workforce Focus

Objective: Avoid escalation through early coordination and workforce transition planning.

Contractor actions may include:

- ◊ Participating in MLPL regional workforce forums to:
  - » Understand local labour availability
  - » Identify upcoming workforce supply and demand
- ◊ Developing a workforce transition plan over an agreed period (e.g. 6–12 months) to:
  - » Reduce reliance on non-local labour where feasible
  - » Pair non-local specialists with local workers to support skills transfer
- ◊ Prioritising local recruitment, training and upskilling pathways where practicable
- ◊ For long-term staff / roles encourage / incentivise accommodation options in nearby towns and regions with greater availability.

In Tasmania this may include:

- ◊ **Waratah-Wynyard**
- ◊ **Central Coast**
- ◊ **Devonport**
- ◊ **Latrobe**
- ◊ **Kentish.**

In Victoria this may include:

- ◊ **Traralgon**
- ◊ **Moe**
- ◊ **Morwell**
- ◊ **Warragul**
- ◊ **Drouin**
- ◊ **Leongatha**
- ◊ **Korumburra**
- ◊ **Wonthaggi**
- ◊ **Phillip Island**
- ◊ **Inverloch.**

Medium Pressure – Managed Accommodation Solutions

Objective: Contain impacts on the local housing and visitor accommodation market.

Contractor actions may include:

Entering into commercial agreements with:

- ◊ Hotels, motels and short-stay providers
- ◊ Caravan parks or serviced accommodation
- ◊ Home sharing or home stay arrangements
- ◊ Securing a defined number of rooms or beds for the project workforce
- ◊ Identifying available short-term arrangements in neighbouring regions / towns to disperse impacts

Implementing roster, shift or transport arrangements that reduce accommodation demand where practicable.

Where short-stay accommodation is used, contractors must:

- ◊ Consider seasonal demand, including peak tourism periods.
- ◊ Assess and mitigate potential flow-on impacts to the visitor economy, local businesses and services.
- ◊ Adjust accommodation sourcing where impacts are identified.

It is expected that short term accommodation options will be primarily used during peak or overflow periods of work.

High Pressure – Temporary Workforce Accommodation

Objective: Prevent significant housing stress and community impacts.

Contractor actions may include:

- ◊ Working with MLPL and relevant Councils to:
  - » Identify suitable sites for temporary workforce accommodation.
  - » Ensure planning, servicing and amenity considerations are addressed.
  - » Funding and delivering temporary accommodation solutions where required.
- ◊ Implementing transport arrangements to expand workforce pool and minimise local impacts. This may include offering staff bussing from locations with more housing availability.

9.4 Developer-Led and "Above and Beyond" Initiatives (Marinus Link)

Marinus Link may support additional initiatives where longer-term regional benefit can be achieved, recognising these will need to be considered in line with project budgets and shareholder approvals.

Potential initiatives include:

- ◊ Partnering with Councils, State agencies and housing providers to:
- ◊ Explore opportunities to convert temporary accommodation to permanent housing

Repurpose accommodation for:

  - » Social or affordable housing
  - » Future infrastructure or energy projects
  - » Key worker accommodation.
- ◊ Coordinating accommodation planning across multiple contractors to avoid duplication and inefficiency.
- ◊ Using project learnings to inform regional workforce and housing planning beyond Marinus Link.

10. Governance, Monitoring, and Review

This Strategy will be reviewed periodically as workforce demand and regional conditions evolve.

Contractors will be required to align workforce and accommodation plans with this Strategy and provide regular workforce and accommodation reporting to support monitoring and decision-making.

Monitoring will include workforce composition, accommodation usage, and potential community and housing impacts.

MLPL will undertake regular check-ins with relevant local councils, other major projects, and regional stakeholders to validate reported data, understand emerging accommodation pressures, and confirm whether escalation or additional mitigation measures are required.

11. Conclusion

The MLPL Workforce and Accommodation Strategy establishes a robust framework to deliver workforce outcomes that are locally focused, socially responsible, and aligned with long-term regional development. Through collaboration, proactive planning, and strong governance, MLPL and its contractors will maximise community benefit while delivering a project of national significance.

MARINUS LINK