MT CARBINE BANKABLE FEASIBILITY STUDY

CHAPTER 11: COMMUNITY AND STAKEHOLDERS

DECEMBER 2021

Document History

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1. Introduction

1.1. Context

This Chapter 2: Strategy and Market Analysis shall be read in conjunction with Chapter 1: Executive Summary.

1.2. Purpose

The purpose of Chapter 11: Community and Stakeholders is show that there is a clear framework for developing an enduring relationship with the communities in which EQR operates.

EQR has prepared a Community and Stakeholder Engagement Plan (CSEP) to outline the ways interested and impacted stakeholders can take part during each stage of the Project. That is, through the planning, construction, operation, decommissioning and rehabilitation of the Project.

This chapter summarises the approach and anticipated actions to support the Project. For detail, refer to the CSEP (attached as Appendix A).

1.3. Why Involve the Community and Stakeholders?

Effective consultation and engagement are fundamental for developing ongoing positive relationships between EQR and the community. People have a desire to be part of decisions and operations that affect them. That means through each stage of the Project opportunities for people to have their say are provided and a range of perspectives are gathered. Gathering different views helps to contribute to a richer understanding of how to effectively meet the organisation's objectives and what engagement or communication needs to take place.

Fundamentally, encouraging participation in our activities, will underpin our social licence to operate as well as supporting Environmental, Social and Governance (ESG) objectives.

1.3.1. How This Is Done

EQR has focused activities on liaising with directly impacted neighbours and businesses to date. As the Project and approvals progress, communication and engagement will increase. EQR has completed:

Stakeholder identification and analysis

A desktop review of potentially impacted stakeholders and identification of opportunities and constraints for the Project has been completed. The stakeholder analysis included understanding the:

- potential risks, issues, and opportunities. It is recommended research take place to understand stakeholder/community needs and values during future phases of the approvals;
- ability to contribute to, influence or impact on the Project; and
- ability to influence or impact the implementation of the program.

Stakeholder identification and analysis will be ongoing throughout the Project. The database will regularly be reviewed and updated throughout the Project as new information, issues or options are identified.

Community and Stakeholder Engagement Plan (CSEP)

To support the multi-phase expansion of the Mt Carbine mine over the next two years, a high-level CSEP was developed early in the project to ensure key stakeholders become involved and invested early in the Project, therefore helping to endow stakeholders with a sense of ownership over the finished product. This also helps to identify potential risks to the Project and therefore, come up with mitigation measures to reduce objections to the Project.

The CSEP draws on detailed stakeholder analysis and will provide the Project team and contractors with clear direction on how and when to involve stakeholders throughout the Project life. It will also give confidence to regulators, investors and other stakeholder groups. EQR prioritised environmental, social and governance matters, which will underpin its social licence to operate.

Importantly, the plan will be adaptive, as the technical elements of the Project will likely change the scope of the consultation and engagement. This approach will allow flexibility and give the opportunity for more detailed and innovative consultation to be completed at appropriate times.

Consultation register

A stakeholder register has been developed and will track all communication and interactions. This is a dynamic/living document that will track engagement activities. The register will be used for reporting, tracking emerging trends or an escalation of potential issues/opportunities. It will hold the Project team accountable to the community, ensuring that enquiries are followed up and responded to.

Implementation

Although many stakeholder groups have been identified, the level of engagement required for each group varies significant. Additionally, the activities are likely to change during the three phases of the expansion.

As the facility is operational, the focus is on communication and responding to enquiries and complaints. To support the expansion, consultation and engagement are planned. For further detail, refer to the CSEP and implementation plan.

2. About Mt Carbine

The township of Mt Carbine has a population of about 100 people and a small number of businesses. The mine is centrally located within the township and is proximate to the local businesses. Adjacent to the mine site is a small hotel and caravan park. The nearest significant townships to Mt Carbine are Mount Molloy (30km), Mossman (65km) and Mareeba (70km).

Table 1: Population Centres and Distance to Mine

Township	Population (ABS 2016)	Distance via road to Mt Carbine (km)
Mt Carbine	**101 (60% male, 40% female)**	**-**
Cairns	240,190 (49.7% male, 50.3% female)	133km (~1hr 47min)
Mount Molloy	254 (54.2% male, 45.8% female)	30km (~20min)
Port Douglas	3504 (49.7% male, 50.3% female)	72.5km (~1hr)
Mossman	1937 (48.9% male, 51.1% female)	68km (~1hr)
Mareeba	11079 (49.5% male, 50.5% female)	70km (~50min)

Given the size of the township, the workforce and industry supporting the mine are from surrounding population centres listed in Table 1. This will likely continue through the Project lifecycle including expansion.

There are three businesses within a kilometre of the mine footprint and include:

- Mt Carbine Hotel Motel
- Mt Carbine Roadhouse
- Mt Carbine Caravan Park.

The mine is also close to heritage and sanctuary areas, with unique birdlife that draws tourists to it and the surrounding towns. The bird watching community is supported by several accommodation businesses that promote tours and activities around Mt Carbine. These include:

- Bustard Downs Accommodation and camping organic farm (9km)
- Kingfisher Park Birdwatchers Lodge (38km)
- Feathers n Friends Cottage (44km)
- Sweetwater Lodge (36km).

Communication and engagement with these businesses will form part of the ongoing plan.

2.1.   Understanding the Project

Mt Carbine is the location of EQR's operating tungsten mine and rock quarry in Far North Queensland. The mine is approximately two hours north-west (130 km) by sealed highway from the major centres of Cairns and 45 minutes from Port Douglas. A port and airport are located in Cairns.

Tungsten is an important and extremely valuable metal used in metalworking, mining, and construction sectors. Global demand continues to increase and there is growth in the aerospace, automotive and electronics sectors. China is the main consumer and has the largest reserves of the metal. Tungsten has been defined as a critical mineral by the Australian Department of Industry, Science, Energy and Resources.

The Queensland Government highlights the resources sector, and specifically, tungsten as a new economy mineral for the State. The Government's Investment Prospectus (2020), listing Mt Carbine as a key location for the resource, states:

> *"Tungsten has the highest melting point of all pure metals and together with its alloys is among the hardest of all metals. The combination of hardness and high temperature capabilities make it desirable for many commercial and industrial applications.*
>
> *Queensland holds around 16 per cent of the nation's tungsten resources and more than 40 per cent of inferred deposits. Specialty Metals International Limited's* Mount Carbine mine, north of Cairns, has a long history of tungsten mining. In 2010 new drilling and resampling of historic drill core indicated an inferred resource estimate of 39 million tonnes of hard-rock mineralisation. Tailings and stockpile retreatment commenced at Mount Carbine in 2019."*
>
> * Note: EQR was formerly Speciality Metals International Limited.

The Project is on granted Mining Leases with power, water, tailings storage and environmental approvals in place for tungsten production and quarrying.

EQR has 100% ownership of the 2 mining leases ML4867 and ML 4919, via its wholly owned subsidiary Mt Carbine Quarries Pty Ltd, totalling approximately 366 hectares.

In a joint venture with global commodities and metals recycling group, CRONIMET, the tungsten processing plant has been refurbished, commissioned, and expanded to 300k tpa capacity. The installation of the pilot sensor-based sorting technology has seen a 20+ times upgrade of feedstock grade. In addition, by-product revenue is received from quarry purchase orders to supply road base and aggregates for regional infrastructure development.

The current approvals allow for the extraction, crushing and screening of up to 1Mtpa of material for use as quarry product and the processing through the existing processing plant of up to 100,000tpa of ore.

The strategic plan is to maximise return from the Mt Carbine mining leases and surrounding exploration tenements and be a top 3 tungsten producer (by output) outside China.

The low-grade ore stockpiles are currently being mined by EQR. The infrastructure supporting the crushing, screening, ore sorting, and processing activities already exist on the site and will continue to be used for the upgraded facility.

2.2.   Project Phases

Phase 1 and 2 will cover the multi-phase expansion of the Mt Carbine mine over the next two years. Phase 3 will be in the future. The phases include:

- **Phase 1** of the Project will focus on incremental improvements to increase the mine's productivity and profitability focusing solely on the mining and processing of the low-grade ore stockpiles. This will require an amendment to the environmental authority (EA).

- **Phase 2** of the Project will focus on dewatering the current pit and seek to commence mining of the open pit area. This will require an amendment to the EA.

- **Phase 3** of the Project will be to investigate underground mining activities at Mt Carbine to allow continuation of mining once the open pit resource is exhausted.

Each of the Project phases will have different engagement requirements.

Figure 1: Mt Carbine Lease Boundaries

3. Engagement Approach

The focus for EQR is delivering value for investors and sustainably producing new economy minerals and metals, while minimising its footprint where possible. This including in the communities in which it operates. The CSEP sets out the framework for effective consultation and engagement. While the implementation plan uses a broad range of tools and techniques to ensure we are meeting the needs of stakeholders and delivering consistent messages in a timely manner.

Gathering different views contributes to a richer understanding of how to effectively meet the organisation's goals and inform the engagement or communication that needs to take place. It is important for EQR because:

- **Support** - It will support its operations and help new growth projects in the region.

- **Social licence** - Maintain and improve its social licence, supporting current and future opportunities in the region.

- **Trust -** Lead the conversation about change, creating trust, and open communication with the community and all stakeholders.

> **Our commitment to the community**
>
> We are committed to engaging in constructive dialogue with our stakeholders to understand and respond to issues that are important to our people, customers, investors, suppliers and partners, regulators, landowners, and the wider community.

The focus of engagement activities is to work with those most impacted by the Project's operations or who have a high level of influence on the Project at each phase.

3.1. Guiding Principles to Community and Stakeholders

EQR is a value-oriented resource company, sustainably producing and managing new economy minerals and metals. Embedded in our philosophy is minimising our footprint where possible.

Table 2: Guiding Principles

Guiding principles					
We will be	**Proactive**	**Flexible and inclusive**	**Genuine**	**Respectful**	**Responsive**
This means	We will engage with communities early and often, so that we understand and respond to their interests and concerns.	We will offer a range of engagement opportunities that are tailored to the variety of needs and preferences of the community.	We will have authentic conversations with the community, clearly explaining what can and can't be influenced.	We understand that not everyone will support our projects. We will create an environment to have professional conversations.	We will close the loop, providing feedback to the community on how input has been taken into consideration.

4.   Stakeholders

A stakeholder risk assessment was carried out to map relevant stakeholders in terms of their interest in potential sites for different option types and their potential to influence Project outcomes. The analysis identified four overarching stakeholder categories, defined in the Stakeholder Mapping and Consultation Register (the Register). The Register is a living document and to be updated as interactions with stakeholder occur. The Register will help identify trends, monitor activities for which reporting metrics can be extracted.

Figure 2: Stakeholder Matrix
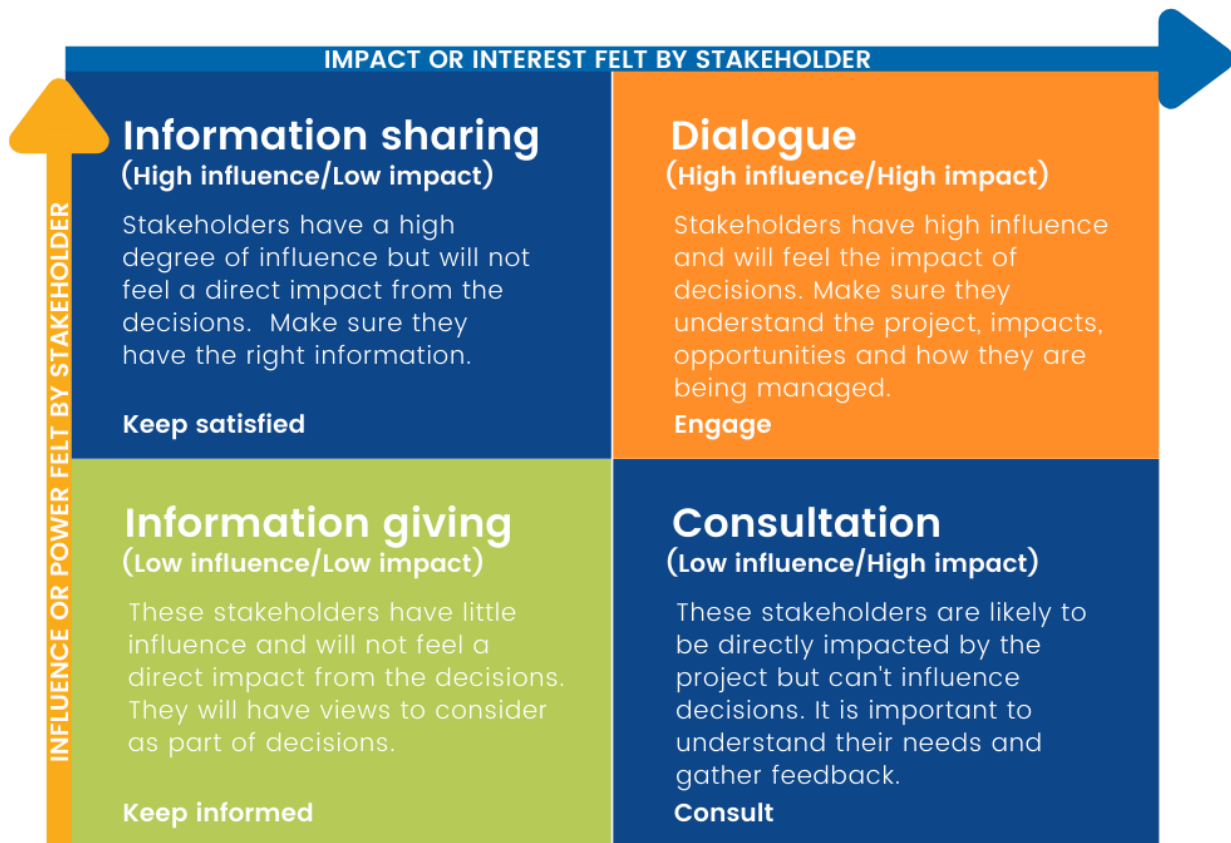
(Source: Mara Consulting)

Stakeholders to engage in dialogue (High influence/high impact)

These stakeholders are key players. They are highly interested in the Project, expansion and also have the potential to influence Project delivery. Stakeholder groups include:

- Elected representatives (State, Local) – will have different interests and issues, ability to influence media and agencies;

- State government departments and agencies – approval body, impact on services, investment opportunities; and

- Local government – impact on roads, infrastructure and economic opportunities.

These relationships require close management. A range of in-person techniques such as targeted briefings and drop-in information sessions will be used to develop and maintain close relationships with stakeholders in this category, as well as letters, Project update (brochure), and the Project webpage. Targeted engagement will take place at key milestones to support approvals.

Stakeholders to consult in dialogue (Low influence/high impact)

These stakeholders are likely to be highly interested and impacted by the Project but have low levels of influence over decisions. Consultation is required to gather feedback and involve them in decisions that impact on them. Stakeholder groups include:

- Property owners impacted by potential expansion;

- Community groups (bird watches);

- Local business; and

- Media.

Stakeholders to satisfy

These stakeholders may have less interest in operations and potential expansion plans, but have a potentially high level of influence on the Project:

- Nearby property owners;

- Heritage and environmental groups; and

- Industry groups – Chamber of Commerce.

These important stakeholders need to receive factual and timely information. This will be achieved through predominantly written materials (i.e. letters and the Project update newsletter), briefings or meetings will also be offered.

Stakeholders to inform

These stakeholders have less influence over Project reputation and delivery, with varying levels of interest:

- EQR employees and contractors;

- Industry groups – others; and

- Nearby and wider regional residents and businesses.

5.   Potential Issues and Mitigations

During the planning and research of developing the plan, a strength, weakness, opportunity, threat (SWOT) analysis was completed. This assisted in the evaluation of the Project, including identifying internal and external factors, that may impact the Project in both positive and negative ways. Each statement was examined with appropriate actions identified to capitalise on strengths and opportunities and mitigate weaknesses and threats. An analysis of the items raised helped to set clear priorities for the engagement.

Pre-empting and proactively managing stakeholder issues is crucial to the overall success of the Project. Given the nature and profile of the Project, stakeholder expectations require careful management.

Table 3 identifies risk considerations related to the Project.

Table 3: Risk Considerations

Risk Considerations*	Yes	No	Potentially
Is the Project politically sensitive (either local or state government level)?		✔	
Is the Project likely to cause disruption to essential community services?		✔	
Is the Project likely to impact on environmentally sensitive areas?			✔
Is the Project likely to cause disruption to local residents or businesses?	✔		
Is the Project likely to be opposed by any groups or individuals within the community?			✔
Does the Project deal with issues or decisions that are likely to be controversial or divisive?			✔
Is the Project likely to attract a media attention (either positive or negative)?			✔

* Note – the risk considerations will be regularly updated as the Project progresses. This is an overview of potential risks.

5.1.   Issue Identification

A key part of the plan is to identify potential issues and opportunities that could arise as part of the proposed development. The list of key issues that must be considered and addressed as part of the preparation of the planning and approval documents shall be developed. Additionally, consultation with stakeholders could identify additional issues and opportunities.

The Phase 1 Environmental Authority (EA) amendment is unlikely to significantly change the current operating conditions. Phase 2 EA amendment for open pit mining, will require a range of technical studies and investigations to support the approval process.

This section of the plan focuses on the likely key issues that may be considered and addressed as part of the preparation of the Phase 2 EA.

Additionally, ongoing consultation with stakeholders could identify additional issues and opportunities.

Table 4 identifies the known issues that will be considered as part of the operations and expansion preparation. During stakeholder mapping, issues and opportunities were considered for targeted engagement and communication. For greater detail refer to the CSEP.

Table 4: Issues Identification

Issues Identification	
Transport and Toad Traffic	Contamination
Soils and Water	Subsidence
Social and Economic	Infrastructure
Biodiversity	Climate Change and Bush Fire Management
Heritage – Traditional and Non-Traditional Owners	Geotechnical Issues
Visual Impacts	Ecological Setting
Active Lifestyles	Land Acquisition
Birds and Bird Watching	Political Engagement
Waste Management	Land Disturbance
DIDO/FIFO v Local Workforce	Noise / Dust / Blasting
Construction Impacts	

5.2.   Potential Concerns and Issues

From time to time, issues may arise that has or could have a significant negative or positive impact on the Project. If these issues are not appropriately responded to or managed, they could develop into crises, sometimes with significant outcomes such as the delay or cessation of the Project, or fines.

Members of the local community and certain key stakeholders are likely to have issues, concerns and/or areas of interest in relation to this Project.

The table below provides a summary of the key issues of importance to each of the Project stakeholders for this Project and the level of concern that each is likely to have with each of the identified issues. The anticipated level of concern is identified below as:

■ = high, ■ = moderate, ■ = low

The details provided are based on the current understanding of the Project and key stakeholder issues. These details will require ongoing review and adjustment as the Project evolves and stakeholder issues and concerns shift. (Note: key issues are included in Table 5, not all issues identified are considered in the table below. Further analysis is contained in technical studies).

Table 5: Key Issue Significance

Stakeholders	Transport and road	Noise, dust, blasting	Biodiversity, flora and fauna	Land disturbance	Heritage – Aboriginal and non-Aboriginal	Infrastructure	Bird watching/birds	Climate change and bushfire management	Social and economic	Investment, jobs and contributions	Effective communication and engagement
Land owners, residents	🟥	🟥	🟥	🟥	🟨	🟨	🟨	🟨	🟥	🟨	🟨
Traditional owners	🟨	🟨	🟨	🟥	🟥	🟩	🟨	🟨	🟨	🟥	🟥
Internal stakeholders including investors	🟨	🟨	🟨	🟨	🟨	🟨	🟨	🟨	🟨	🟥	🟥
Local businesses	🟨	🟨	🟩	🟩	🟩	🟥	🟥	🟨	🟥	🟥	🟥
Industry bodies, business groups, peak bodies	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟨	🟥	🟩
Elected representatives	🟨	🟨	🟨	🟨	🟨	🟥	🟨	🟨	🟥	🟥	🟥
Government departments and agencies	🟨	🟨	🟨	🟨	🟨	🟨	🟨	🟨	🟨	🟨	🟨
Local government	🟨	🟩	🟩	🟩	🟨	🟥	🟥	🟥	🟥	🟥	🟥
Community, special interest groups	🟨	🟨	🟨	🟨	🟨	🟨	🟨	🟨	🟨	🟨	🟨
Media	🟩	🟨	🟨	🟨	🟥	🟨	🟨	🟥	🟨	🟩	🟨

5.3. Key Issues and Responses

Stakeholders' key issues of concern for the Project are outlined below, along with strategic communications responses and actions.

Issues identification:	Stakeholder group/s	Response
Impact to highway	Landowners Local businesses Government departments and agencies Local government	There will be a requirement to investigate how to transfer product from the operation to the gravity processing plant. The two facilities are split by the highway. A pumping system is being investigated
Cultural heritage	Traditional owners Landowners Local businesses Government departments and agencies Local government Internal stakeholders	No cultural heritage items have been identified during site visits and clearance work. Protecting Aboriginal heritage items is a priority for EQR. A Cultural Heritage Assessment will take place as part of the approval process. Additionally, unexpected finds procedures will be part of ongoing operations.
Dust and vibration (construction and operation)	Landowners Local residents Local businesses Tourists/visitors Government departments and agencies Community, special interest groups	The caravan park, hotel and roadhouse are close neighbours and will be directly affected. Impacts will be considered as part of the technical studies. Engaging with directly affected stakeholders to understand potential concerns and opportunities, as well as the most appropriate communication method should commence as soon as practicable. An Air Quality Management Plan will be put in place to help meet the strict environmental conditions that are likely to be placed on the operation. Minimising dust is a priority for the operation.
Noise	Landowners Local residents Local businesses Tourists/visitors Government departments and agencies Community, special interest groups	A noise assessment may be required for the Phase 2 EA. This will assess if there are any likely noise impacts to the surrounding community. It would also find ways of minimising the negative impacts. Minimising noise impacts will be an ongoing part of the operation, and where needed, may include additional shielding or restrictions during certain weather conditions.
Blasting	Landowners Local residents Local businesses Tourists/visitors Government departments and agencies Community, special interest groups	Blasting can impact the way of life of the local community. Additionally, given the closeness of the highway and the edge of the pit, consultation with the road authority will be required. Strict measures will be put in place to manage any blasting activity and specialist contractors will be used to undertake the work as required. Blast design will be an interactive process that ensures that the geology of the site and surrounding area is considered to avoid blast-related impacts on surrounding properties.
DIDO vs. local workforce	Landowners Local residents Local businesses	Given the small population in Mt Carbine, employees are likely to come from the surrounding townships of Mount Molloy, Port Douglas, Mossman, and

	Tourists/visitors Government departments and agencies Community, special interest groups Elected representatives Industry bodies, business groups, peak bodies	Mareeba. Employees and contractors are likely to be drive in-drive out. Transport options will be considered, including bussing to major townships. Given a shortage of local housing options, it is unlikely there will be an increase in the demand for housing.
Regional Infrastructure	Local government Landowners Local residents Local businesses Tourists/visitors Government departments and agencies Community, special interest groups Elected representatives Industry bodies, business groups, peak bodies	EQR will have to undertake a number of assessments, working with the local community, Mareeba Shire Council and stakeholders regarding the potential impact on regional infrastructure, i.e. water, power, transport, health care, and education. These will be considered during the technical studies in line with the Phase 2 EA.
The scope, timing, location, design, and key features of the Project	Internal stakeholders Landowners Local residents Local businesses Tourists/visitors Government departments and agencies Community, special interest groups Elected representatives Industry bodies, business groups, peak bodies	Uncertainty around the Project leads to heightened concerns within the local community. Providing accurate and timely information about the Project will assist in reducing complaints and concerns raised by stakeholders.
Land disturbance	Landowners Local residents Local businesses Tourists/visitors Government departments and agencies Community, special interest groups Elected representatives Industry bodies, business groups, peak bodies	A response to land disturbance will be developed as the technical studies are completed.
Land acquisition	Traditional owners Internal stakeholders Landowners Local residents Local businesses	Land purchase / access for transport corridor and mine lease area will be considered if and when required for any future expansions. Any conversations about compensation will be held directly with those stakeholders. This includes compensation through to voluntary property acquisition where criteria are exceeded.

Water management	Landowners Local residents Local businesses Traditional owners	A response to water management will be developed as the technical studies are completed. EQR will focus on the maximisation of water recycling to reduce total water consumption requirements. EQR will also actively monitor and manage the site water quality and ensure damage to the surrounding ecosystem is avoided.
Jobs and training opportunities	Internal stakeholders Local residents Local businesses Traditional owners	Approximately 50 jobs will be created as a result of the operation, including trades, operators and administrative roles. There will be training opportunities resulting from the approval of the Phase 2 EA.
Investment in the community	Traditional owners Landowners Local residents Local businesses Government departments and agencies Local government Internal stakeholders Elected representatives	EQR regularly supports community events and requests as they are submitted. A sponsorship and donations policy will be created. Through the expansion of the Project, investment maybe required in community infrastructure and programs.
Visual impacts	Traditional owners Landowners Local residents Local businesses	It is unlikely there will be visual impact from the quarry or mining operation and will not be visible from any resident. There are some impacts from the road.
Truck movements	Landowners Local residents Local businesses	It is unlikely there will be any significant impact resulting from the approval of the Phase 2 EA. Product is currently sold at the mine gate and no impacts are anticipated.
Birds and bird watching	Local residents Local businesses Tourists/visitors	The area is home to bird sanctuaries and parks, attracting bird watchers from around Australia. There are a number of accommodation facilities promoting Mt Carbine as a destination for activities and tours. Potential impacts to bird life and way of life for those businesses and visitors should be considered.
Political engagement	Internal stakeholders Government departments and agencies Elected representatives Local government Industry bodies, business groups, peak bodies	EQR will seek to proactively engage with the Queensland Government. The Premier has released an investment prospectus highlighting Mt Carbine, and specifically, tungsten as a new economy mineral for the State, indicating there is general support for the Project. Continuing to engage with Government will be important throughout the life of the Project. In the longer term, we will engage with the senior members of the both the ALP and LNP leadership teams holding responsibility for the Agriculture, Resources and Treasury portfolios. In addition, EQR will engage and keep local Federal and State Members of Parliament, as well as Councillors up to date as important stakeholders.

Communication and notifications	Landowners Local residents Local businesses	Interested neighbouring property owners and/or residents would be contacted by the mine by phone or email prior to a scheduled blast. The notification would advise the day, date, and time of the blast. Other mechanisms for communicating will be explored.

6. Communication and Engagement

Underpinning the Project team's commitment to effective engagement is mutual respect. The team is committed to:

- honest and straightforward dealings with stakeholders;
- providing accurate and timely information to stakeholders;
- using plain language to describe Project activities;
- actively listening and acknowledging other points of view; and
- respecting individual and cultural differences always.

Engagement methods will vary depending on the purpose and expectations of the engagement. Selecting the right tool and taking time to plan the engagement process will help build trust and buy-in from stakeholders. Table 6 lists different tools and how they meet the International Association of Public Participation (IAP2) engagement goal.

Figure 3: IAP2 Spectrum (Source: Adapted by Mara Consulting)

Public Participation Spectrum					
	Inform	**Consult**	**Involve**	**Collaborate**	**Empower**
Public participation goal	Provide balanced and objective information to assist with understanding problems, alternatives, options, solutions and opportunities.	To obtain feedback from stakeholders on the engagement.	To work with the community throughout the process ensuring that concerns and aspirations are consistently understood and considered.	To partner with the community in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place the final decision-making in the hands of the public/ stakeholder.
Promise to the community	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback.	We will look to you for direct advice and innovation in formulating solutions and incorporate to maximum extent possible.	We will implement what you decide.

6.1. Communication and Engagement Methods

Most of the communication and engagement activities for the Project will be to inform and consult. This is taken from the IAP2 principles of engagement. The IAP2 spectrum of engagement aims to provide a values-based framework to effectively engage with stakeholders.

Phase one: INFORM and CONSULT

Introduce the project and EQR to the broader community and stakeholders (underway). Seek feedback on the Project.

Phase two: CONSULT and INVOLVE

Broad engagement seeking feedback on the expansion program.

Table 6: Communication and Engagement Tools

COMMUNICATION AND ENGAGEMENT TECHNIQUES				
INFORM	**CONSULT**	**INVOLVE**	**COLLABORATE**	**EMPOWER**
• Newsletter • Letters • Website • Flyers • Brochures • Exhibitions / displays • Info stalls • Media releases • Fact sheets • Signage • Tours • Videos • Graphics • Images • Social media	• Surveys • Social media feedback • Public meetings • Feedback forms • Focus groups • Interviews • Meetings • Suggestion boxes • Online forums • Voting • Submissions • Panels • Door knocking • Infoline • Complaints management	• Public meetings • Community • Briefings • Workshops • Reference groups • Online discussions • Social media forums • Open days • Exhibitions • Liaison Groups	• Charettes • Crowd sourcing • Participatory decision making • Partnership • Project working groups • Interagency networks • Advisory groups	• Delegated decision making • Citizen juries • Committees

(Source: Mara Consulting)

6.2. Consultation Register

EQR maintains a Consultation Register to record, monitor and report on interactions with all stakeholder, community and service providers. The register:

- Records community and stakeholder contact information;
- Records letterbox drops, Project updates, notifications and interactions;
- Records and manage complaints, enquires, issues and responses;
- Records key personnel and interactions from government agencies and service/utility providers; and
- Is used to identify issues and opportunities.

6.3. Complaints and Enquires Management

EQR (or designated contractor) will receive Project enquiries and complaints via a dedicated Project hotline and Project specific email. This contact information will be included on all communications materials related to the Project. The Consultation Register will be used for the duration of the Project. EQR (or designated contractor) will:

- Record details of every complaint or enquiry in the Consultation Register including date and time of complaint and how the complaint was received;
- Record full name, address and preferred method of contact for the complainant;
- Record how the complaint or enquiry was managed and closed out;
- Investigate and determine the source of the complaint;
- Record action taken, officers involved, details of resolution and response times;
- Refer misdirected complaints or enquiries to the appropriate authority; and
- Produce monthly reports to ensure complaints are managed effectively.

6.4. Evaluation

Evaluation of community engagement involves measuring both the way an activity is undertaken (process) and the results of the activity (outcomes). Evaluation ensures accountability and allows the Project team to continuously improve the engagement program. The following will be used to evaluate the engagement program:

- **Database records:** Database report with an analysis of feedback-forms submitted, website hits, telephone calls, incoming emails, tone of enquiries, key issues raised, etc.
- **Informal feedback and observations:** Informal feedback received from stakeholders regarding consultation activities and observations from team members during community activities, such as public displays.

7.   Timing

Engagement and communication are a cradle to grave approach, that is it is ongoing through the operations of the Mt Carbine facility. During operations, there will be a need to increase activities to support the Project's lifecycle phase. Specifically, between late 2021 and early 2023 two environmental approvals will be sought.

Phase 1 EA is seeking to increase processing of current stockpiles to 500,000 tpa. The focus is to incrementally improve the mine's productivity and profitability, focusing solely on the mining and processing of the LGS. This is likely to have minimal impacts.

Phase 2 EA is seeking to dewater and recommence mining tungsten in the existing pit area. The crushing and screening plant and processing plant will be upgraded to further reduce operating costs and increase the tungsten recovery.

Figure 4: Project timeline
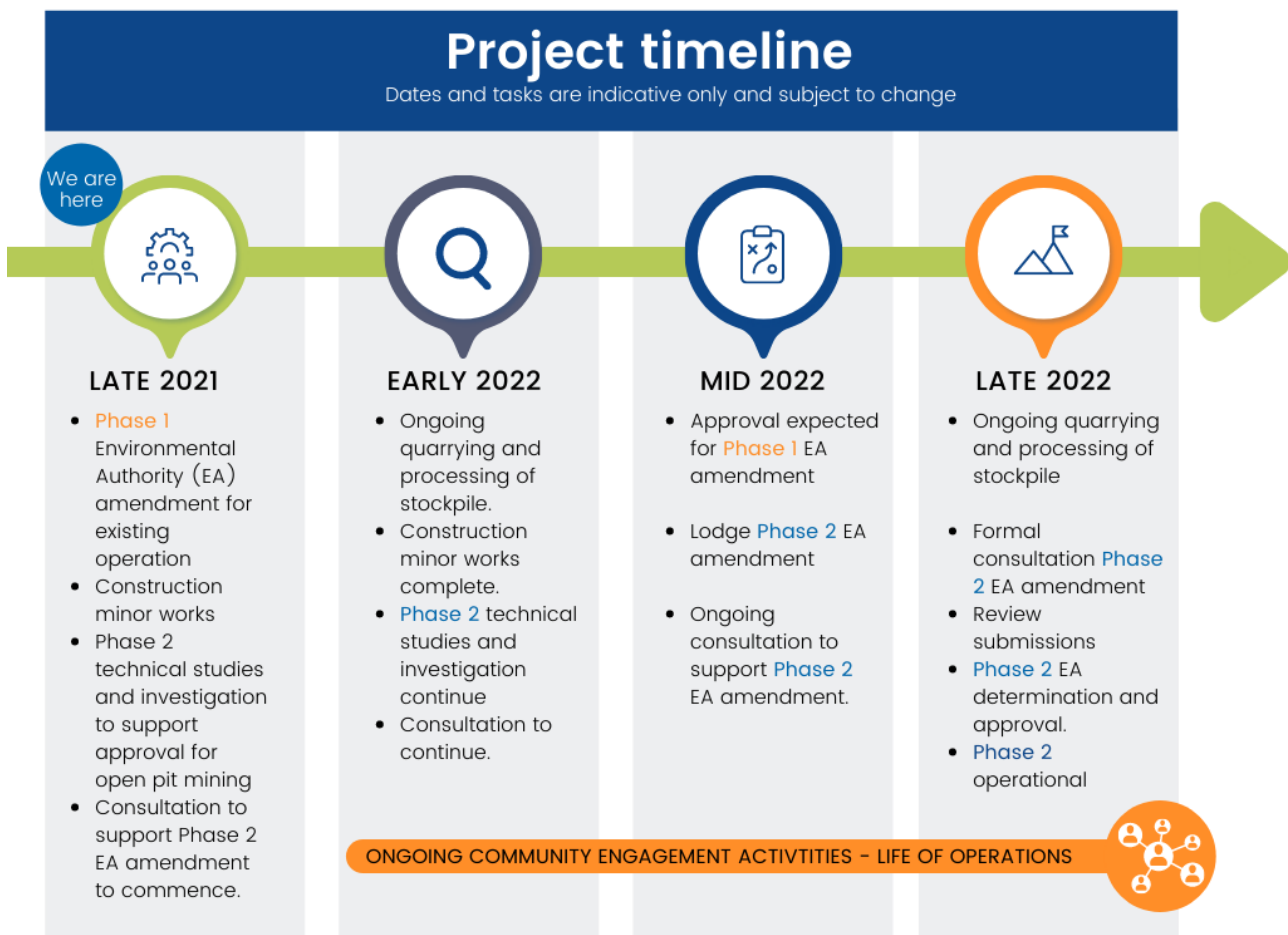
Consultation will support the technical studies, with targeted engagement with affected stakeholders. An implementation plan will guide communication and engagement tided to the Project timeline. Initially, the focus will be to introduce the operation and amendments to stakeholders, followed by gathering feedback on the Phase 2 proposal, particularly with directly impacted stakeholders.

Communication and engagement are rarely static, and they are likely to change on a regular basis. Mt Carbine will change and have different stakeholder requirements at each stage of the Project. Each stage of the Project will be an opportunity to gather feedback and support the Project. At each point in preparing engagement activities, we follow four general phases: preparation, planning, delivery, and review.

7.1.1. Timeframe

The main component of the communications and engagement program will run from late 2021 to support the development of the EA and lodgment in late 2022 to align with the broader Project delivery. Figure 4 outlines the key Project and communications and engagement milestones.

From late 2021/ early 2022 activities will include:

- Introduce Project to broader community;

- Social media updates - social media platforms will support online communications and engagement by prompting people to participate and seek information about the Project;

- Media releases for key activities;

- Newsletter – Project update distributed to stakeholder groups;

- Factsheets –

  - About the Project, including approvals, tungsten;

  - Environment - blasting, noise, dust, flora, fauna and management of the environment;

  - Community – approach to engagement, how complaints are managed, participation, how to get involved; and

  - Approvals – what is involved, technical studies underway, etc.

- Meetings with key stakeholders as required; and

- Focused consultation.

8. List of Abbreviations

Abbreviation	Description
CSEP	Community and Stakeholder Engagement Plan
EA	Environmental Authority
EQR	EQ Resources Limited
ESG	Environmental, Social and Governance
IAP2	Association of Public Participation
LGS	Low grade ore stockpile
ML	Mining Lease
SWOT	Strength, weakness, opportunity, threat

Appendix A   Community and Stakeholder Engagement Plan

MT CARBINE

COMMUNITY AND STAKEHOLDER ENGAGEMENT PLAN

DECEMBER 2021

Document History

REVISION	DATE	AUTHOR	CHANGE DESCRIPTION	APPROVED BY
A	28/10/2021	K Lofberg	For Review	PJ
B	20/11/2021	K Lofberg	For Approval	KM
0	08/12/2021	K Lofberg	Issued for Use	KM

ACKNOWLEDGEMENT OF COUNTRY

We are in the Country of the Djungan People (People of the Rock). We recognise their connection to the land of this vast landscape and beautiful place. We pay our respects to the Traditional Owners of the land on which we work and pay our respects to Elders past, present and emerging.

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GLOSSARY OF TERMS

Term	Definition
Collaborate/ collaboration	Working together to share expertise and ownership of outcomes. Joint engagement and decision making in projects and activities.
Communication	Providing or sending information through a range of tools. One-way sharing of information.
Communication channels	Methods used to exchange information, ideas and views. These may include face to face, telephone, digital (emails, websites, social media), advertising and media.
Consult/consultation	The act of providing information or advice on activity or project and seeking responses to the proposal or activity.
Empower	To place the final decision-making in the hands of the public/stakeholder.
Engagement	Engagement is a means of negotiating outcomes over issues of concern or mutual interest.
Inform	Provide balanced and objective information to assist with understanding problems, alternatives/options, solutions and opportunities.
Involve	To work with the community throughout the process ensuring that concerns and aspirations are consistently understood and considered.
Key messages	Key messages are an important tool to clearly and concisely explain the reason for the engagement and communication. Key messages should be short, approximately 10 words or less and be a statement that you will use.
Levels of engagement	Engagement practitioners often refer to the IAP2 'spectrum' of engagement which is a model for defining the describing different levels of public impact/interest on decision-making. Refer Figure 2, page 9.
Public participation	Any process that involves the public in solving problems or making decisions and uses public input to make decisions (Source: IAP2).
Stakeholder	A stakeholder is anyone affected by or having an interest in an organisation's actions or anyone who can affect the actions.

1.   Introduction

1.1.   Overview

The Community and Stakeholder Engagement Plan (CSEP) has been developed to guide all interactions with the people involved, influenced by, or impacted by the Mt Carbine projects. This includes current operations or planned modifications. It is a cradle to grave approach, meaning the CSEP guides activities through all stages – planning, approvals, construction, operation, decommissioning and rehabilitation.

1.2.   Purpose

The purpose of the CSEP is to help deliver effective community engagement solutions. Including the wants and needs of the community and stakeholders is an important part of meeting this vision. It also helps to support the organisational strategic goals and objectives.

This CSEP will:

* Establish a link between organisational goals and objectives with communication and engagement activities with the community

* Build on the existing engagement program with the Mt Carbine and surrounding regional communities, focusing on increasing activities in line with future expansion

* Provide a framework for ongoing effective communication and engagement with stakeholders and the community.

It is important to recognise that the level of activity should change over time. This is to make sure that communication and engagement fit the evolution of the organisation. It is recognition that in the beginning, the engagement is ad hoc and responding to change in plans and operations (including impacts and opportunities). As the project seeks to modify and increase production, so too will the engagement and communication actions.

The CSEP applies to those working on the Mt Carbine operations as well as expansion plans, including employees, volunteers, consultants, and contractors. It provides direction for EQ Resources assets, relating to engagement and communication activities. This means planning, implementing, monitoring, evaluating, and reporting.

1.2.1.   What Is Included In This Document?

The document is set out in seven sections and includes

1. Overview (this section)
2. About Mt Carbine - context
3. Why engage – Engagement and communication approach
4. Who to engage with – Understanding stakeholders
5. What we will engage on and communicate – issues and opportunities
6. When we will engage – timing
7. How we will engage – methods, tools, and evaluation.

2. About Mt Carbine

2.1. About Mt Carbine

The township of Mt Carbine has a population of about100 people and a small number of businesses. The mine is centrally located within the township and is proximate to the local businesses. Adjacent to the mine site is a small hotel and caravan park. The nearest significant townships to Mt Carbine are Mount Molloy (30km), 65km Mossman (65km) and Mareeba (70km).

Table 1: Population centres and distance to mine

Township	Population (ABS 2016)	Distance via road to Mt Carbine (km)
Mt Carbine	**101 (60% male, 40% female)**	**-**
Cairns	240,190 (49.7% male, 50.3% female)	133km (~1hr 47min)
Mount Molloy	254 (54.2% male, 45.8% female)	30km (~20min)
Port Douglas	3504 (49.7% male, 50.3% female)	72.5km (~1hr)
Mossman	1937 (48.9% male, 51.1% female)	68km (~1hr)
Mareeba	11079 (495 male, 50.5% female)	70km (~50min)

Given the size of the township, the workforce and industry support to the mine are from surrounding population centres listed in Table 1. This will likely continue through the project lifecycle including expansion.

There are three businesses within a kilometre of the mine footprint and include:

- Mt Carbine Hotel Motel
- Mt Carbine Roadhouse
- Mt Carbine Caravan Park.

The mine is also close to heritage and sanctuary areas, home of unique birdlife and that draws tourists to it and surrounding towns. The bird watching community is supported by a number of accommodation businesses that promote tours and activities around Mt Carbine. These include:

- Australian Wildlife Conservancy (Brooklyn Sanctuary) (8km)
- Bustard Downs Accommodation and camping organic farm (9km)
- Kingfisher Park Birdwatchers Lodge (38km)
- Feathers n Friends Cottage (44km)
- Sweetwater Lodge (36km).

2.2.   Understanding The Project

Mt Carbine is the location of EQ Resources' operating tungsten mine and rock quarry in Far North Queensland. The mine is approximately two hours north-west (130 km) by sealed highway from the major centres of Cairns and 45 minutes from Port Douglas. A port and airport are located in Cairns.

Tungsten is an important and extremely valuable metal used in metalworking, mining, and construction sectors. Global demand continues to increase and there is growth in the aerospace, automotive and electronics sectors. China is the main consumer and has the largest reserves of the metal.

The Queensland Government highlights the resources sector, and specifically, tungsten as a new economy mineral for the State. The Government's Investment Prospectus (2020), listing Mt Carbine as a key location for the resource, states:

> *"Tungsten has the highest melting point of all pure metals and together with its alloys is among the hardest of all metals. The combination of hardness and high temperature capabilities make it desirable for many commercial and industrial applications.*
>
> *Queensland holds around 16 per cent of the nation's tungsten resources and more than 40 per cent of inferred deposits. Specialty Metals International Limited's* Mount Carbine mine, north of Cairns, has a long history of tungsten mining. In 2010 new drilling and resampling of historic drill core indicated an inferred resource estimate of 39 million tonnes of hard-rock mineralisation. Tailings and stockpile retreatment commenced at Mount Carbine in 2019."*
>
> * Note: EQ Resources was formerly Speciality Metals International Limited.

The project is on granted Mining Leases with power, water, tailings storage and environmental approvals in place for tungsten production and quarrying.

Figure 1: Mine location
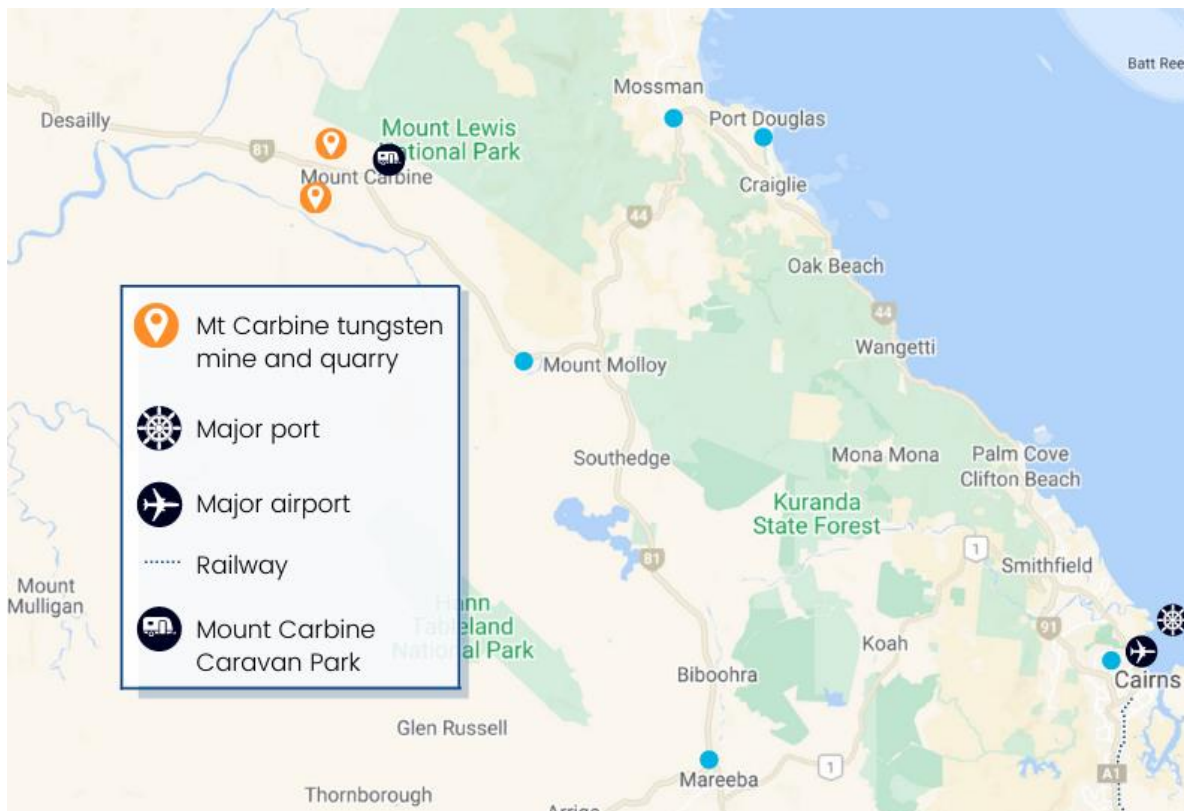
EQ Resources has 100% ownership of the 2 mining leases ML4867 and ML 4919 totalling approximately 366 hectares.

In a joint venture with global commodities and metals recycling group, CRONIMET, the tungsten processing plant has been refurbished, commissioned, and expanded to 300k tpa capacity. The installation of the pilot sensor-based sorting technology has seen a 20+ times upgrade of feedstock grade. In addition, by-product revenue is received from quarry purchase orders to supply road base and aggregates for regional infrastructure development.

The current approvals allow for the extraction, crushing and screening of up to 1Mtpa of material for use as quarry product and the processing through the existing processing plant of up to 100,000tpa of ore.

The strategic plan is to maximise return from the Mt Carbine mining leases and surrounding exploration tenements and be a top 3 tungsten producer (by output) outside China.

The low-grade ore stockpiles are currently being mined by EQ Resources. The infrastructure supporting the crushing, screening, ore sorting, and processing activities already exist on the site and will continue to be used for the upgraded facility.

The phase 1 and 2 of the multi-phase expansion of the Mt Carbine mine over the next two years. Phase 3 will be in the future. The phases include:

- **Phase 1** of the project includes a pre-feasibility study focusing on incremental improvements to increase the mine's productivity and profitability focusing solely on the mining and processing of the low-grade ore stockpiles. This will require an amendment to the environmental authority (EA).

- **Phase 2** of the project will focus dewatering the current pit and seek to commence mining of the open pit area. This will require an amendment to the environmental authority (EA).

- **Phase 3** of the project will be to investigate underground mining activities at Mt Carbine to allow continuation of mining once the open pit resource is exhausted.

Figure 2: Mt Carbine lease boundaries
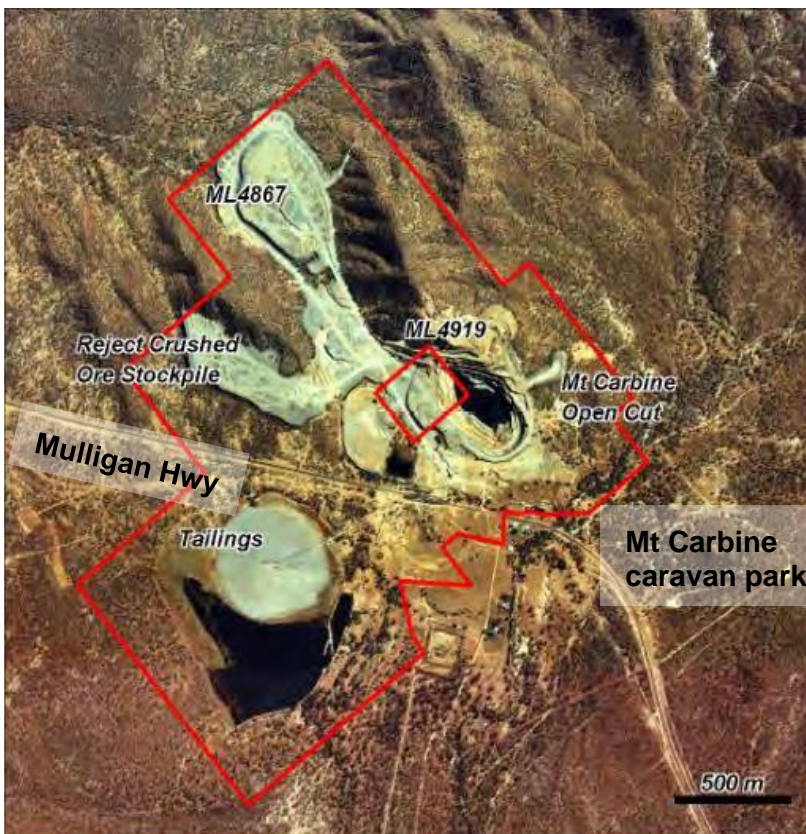
3. Why Engage - Engagement and Communication Approach

3.1. Why Involve the Community and Stakeholders?

Effective consultation and engagement are fundamental for developing ongoing positive relationships between EQ Resources and the community.

People have a desire to be part of decisions and operations that affect them. This means providing opportunities for people to have their say and gathering a range of perspectives through each stage of the project.

Gathering different views contributes to a richer understanding of how to effectively meet the organisation's goals and inform the engagement or communication that needs to take place. It is important for EQ Resources because:

- **Support** - It will support our operations and help new growth projects in the region

- **Social licence** - Maintain and improve our social licence, supporting current and future opportunities in the region

- **Trust** - Lead the conversation about change, creating trust, and open communication with the community and all stakeholders.

Our commitment to the community

We are committed to engaging in constructive dialogue with our stakeholders to understand and respond to issues that are important to our people, customers, investors, suppliers and partners, regulators, landowners, and the wider community.

3.2. Approach to Community and Stakeholders

EQ Resources is a value-oriented resource company, sustainably producing and managing new economy minerals and metals. Embedded in our philosophy is minimising our footprint where possible.

Table 2: Guiding principles

Guiding principles					
We will be	**Proactive**	**Flexible and inclusive**	**Genuine**	**Respectful**	**Responsive**
This means	We will engage with communities early and often, so that we understand and respond to their interests and concerns.	We will offer a range of engagement opportunities that are tailored to the variety of needs and preferences of the community.	We will have authentic conversations with the community, clearly explaining what can and can't be influenced.	We understand that not everyone will support our projects. We will create an environment to have professional conversations.	We will close the loop, providing feedback to the community on how input has been taken into consideration.

3.3.   Goals and Objectives

Engagement goal – Guide EQ Resources' engagement activities over the medium term to support operations and the approvals required for any expansion

Objectives- The objectives of the CSEP are to identify and define potential issues and opportunities that could arise from the existing operation and the proposed development. These include (detailed measurable objectives are included in **the implementation plan**):

- introduce the project to the surrounding community and make sure participants are well informed on the scope of the engagement, the opportunities, and the non-negotiables

- initiate and maintain open and honest communication on the project and future approvals with all interested and affected stakeholders, including the community of Mt Carbine

- engage in a consultation process that provides genuine, active, two-way exchange and feedback

- reduce the risk of complaints and objections through the project lifecycle

- use clear, concise and planned communication and tailored to the most appropriate channel

- ensure participants are informed on how their feedback will be incorporated into the future planning and delivery of the project.

3.3.1.   Phases of engagement

Communication and engagement are rarely static, and they are likely to change on a regular basis. However, it is useful to think about engagement in four general phases: preparation, planning, delivery, and review.

Figure 3: Phases of engagement (Source: Mara Consulting)

1 Preparation
Conduct research, understand the context, develop scope, objectives, understand who to engage with.

2 Detailed planning
Develop the methods, risks and issues, program of work, budget, and resourcing.

4 Review
Monitor, feedback, evaluation, continuous improvement.

3 Delivery
Implement the actions, activities, and events.
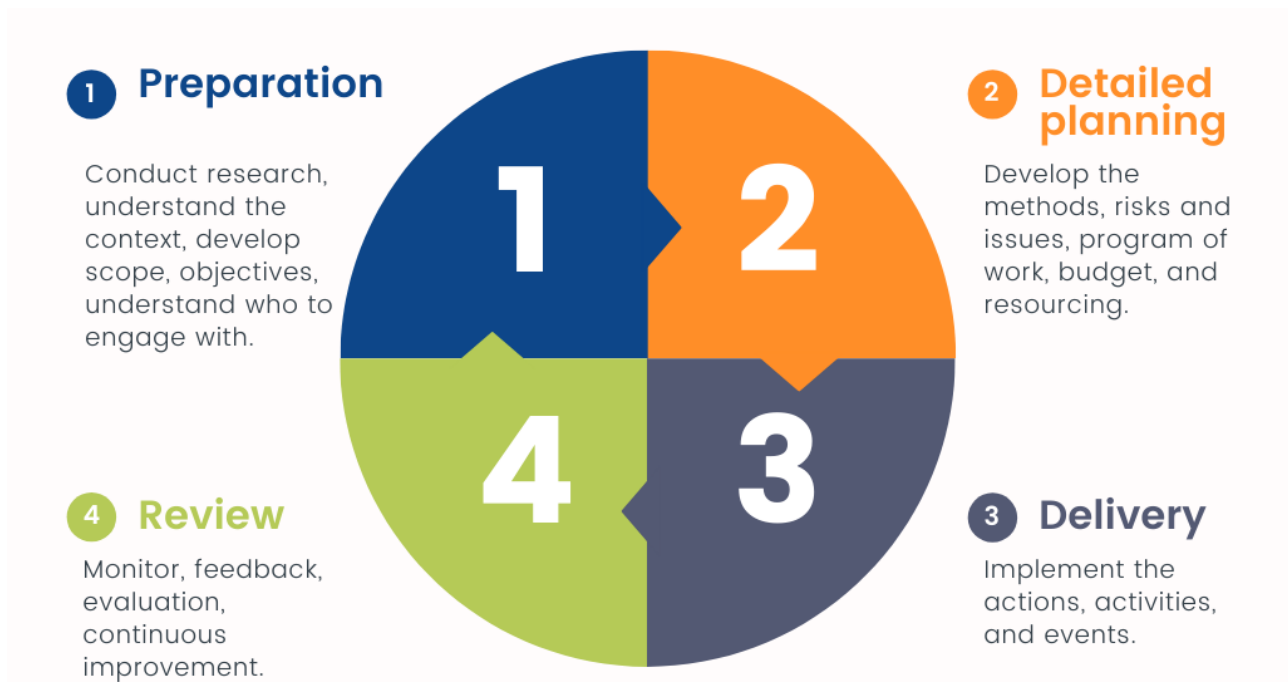
Effective public participation is driven by goals and objectives

Not all communications and engagement programs are the same. For some elements of our operations, it may be appropriate to involve the community in the decision-making process and seek feedback, on others it may be to help develop a solution, working in collaboration with the project team.

Identifying the community's role in a project and its level of involvement leads to specific participation goals. The IAP2 Spectrum is our guide for engagement activities (

Figure 4: IAP2 Spectrum).

Figure 4: IAP2 Spectrum (Source: Adapted by Mara Consulting)

	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	Provide balanced and objective information to assist with understanding problems, alternatives, options, solutions and opportunities.	To obtain feedback from stakeholders on the engagement.	To work with the community throughout the process ensuring that concerns and aspirations are consistently understood and considered.	To partner with the community in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place the final decision-making in the hands of the public/ stakeholder.
Promise to the community	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback.	We will look to you for direct advice and innovation in formulating solutions and incorporate to maximum extent possible.	We will implement what you decide.

Reference: https://www.iap2.org.au/About-Us/About-IAP2-Australasia-/Spectrum

Our aim is to deliver high quality engagement practices which identify, seek to understand, and respond to the interests, concerns, risks and interdependencies of our stakeholders and community. This will help us make better quality decisions and exceed regulatory requirements and community expectations for engagement.

Figure 5 helps to guide the level of communication and engagement expected by the stakeholder. If a stakeholder just wants information and there is no need to provide feedback, a simple newsletter or factsheet is appropriate. However, if feedback is required, consultation through surveys, meetings and workshops should be considered. Engagement with government departments, particularly if they have high levels of influence over a decision, will require time and effort to get the desired outcome. Table 5 provides examples of each engagement level.

Figure 5: Planning communication and engagement (Source: Mara Consulting)

Questions to ask	Communication and engagement level (Refer IAP2 Public Participation Spectrum)		
	Information Sharing Inform	Two-way consultation Consult and Involve	Active Participation Collaborate and Empower
Why am I doing this? What are the aims of this engagement?	Tell them something	Tell them and get feedback	Involve them in the solution
What information do I need to get through this engagement?	Don't need to obtain information	Need feedback	Need involvement
What timeframe am I working with?	Short	Short	Needs time to get a solution or buy-in
What does the other person/s expect?	They just want information	Expects to be consulted	Expects to participate in the decisions
Do I need to share the outcome of this engagement?	No feedback required	Yes, feedback is expected by this stakeholder	Definitely need to share the outcomes of the engagement

4. Who to Engage With – Understanding Stakeholders

4.1. Stakeholder Overview

The purpose of this section of the plan, is to identify all key stakeholders, including affected, interested, government agencies, referral bodies and internal stakeholders, and anticipate their issues and concerns. Recommendations for managing impacts is included in the consultation register**.**

Engaging with stakeholders is an important part of the operation of any business. Understanding what different stakeholders value helps to better inform the future vision for the team and the organisation.

Additionally, engagement and consultation provide EQ Resources with information to plan for activities that fit with the long-term organisational strategic plan.

It is important to identify all key stakeholders, both internal and external, and anticipate their interests, expectations, and opportunities – as this will help focus the engagement with stakeholders, identify opportunities and positively build enduring relationships.

4.1.1. Stakeholder Definition

For the purposes of this CSEP, the simple definition of a stakeholder is anyone who has an interest in, influence over decisions or affected by our operations. In general, the greater the interest, influence or affect in the proposal, the greater the level of effort required to manage the engagement with the stakeholder/s.

A range of stakeholders have been identified as having an interest in the project. These individuals, groups and organisations may either be impacted by the project or may influence or become advocates for the project. These stakeholders fall into broad groups, including:

- landholders
- internal stakeholders
- traditional owners
- local businesses
- industry bodies, business groups, peak bodies
- government, government departments and agencies, local government
- community, special interest groups
- media.

The AccountAbility 1000 Stakeholder Engagement Standard 2015 defines stakeholders as:

… those groups who affect and/or could be affected by an organisation's activities, products or services and associated performance.

This does not include all those who may have knowledge of or views about an organisation. Organisations will have many stakeholders, each with distinct types and levels of involvement, and often with diverse and sometimes conflicting interests and concerns.

The consultation register lists stakeholders, the potential issues and opportunities, as well as the proposed methods to engage with them. Engagement tools encourage stakeholder buy-in, support of and participation in the activities. It can range from information sharing (one-way communication) to feedback (two-way communication) or active participation in events and decision-making.

4.1.2.   Influence and Impact

It is important to understand the level of impact or influence a stakeholder has in the project.

Influence is the extent to which a stakeholder can affect project outcomes (positively or negatively).

Impact is the degree the stakeholder will be impacted or feel the outcomes of the activity/decisions.

Figure 6 provides an overview of how the stakeholder's level of interest and impact guides the communication and engagement approach.

In general, the greater the interest or influence, the greater the level of effort in engagement activities. Understanding interest and influence also gives an understanding of how to shift sentiment and where resources should be directed.

It is also important to understand the i**nterest** a stakeholder has in the activity. This is defined as the extent to which a stakeholder is invested in the project. A stakeholder who has a high degree of influence, maybe not have the same level of interest, therefore, activities should include increasing their interest in our activities to improve engagement and communication.

Figure 6: Influence and impact matrix (Source: Mara Consulting)
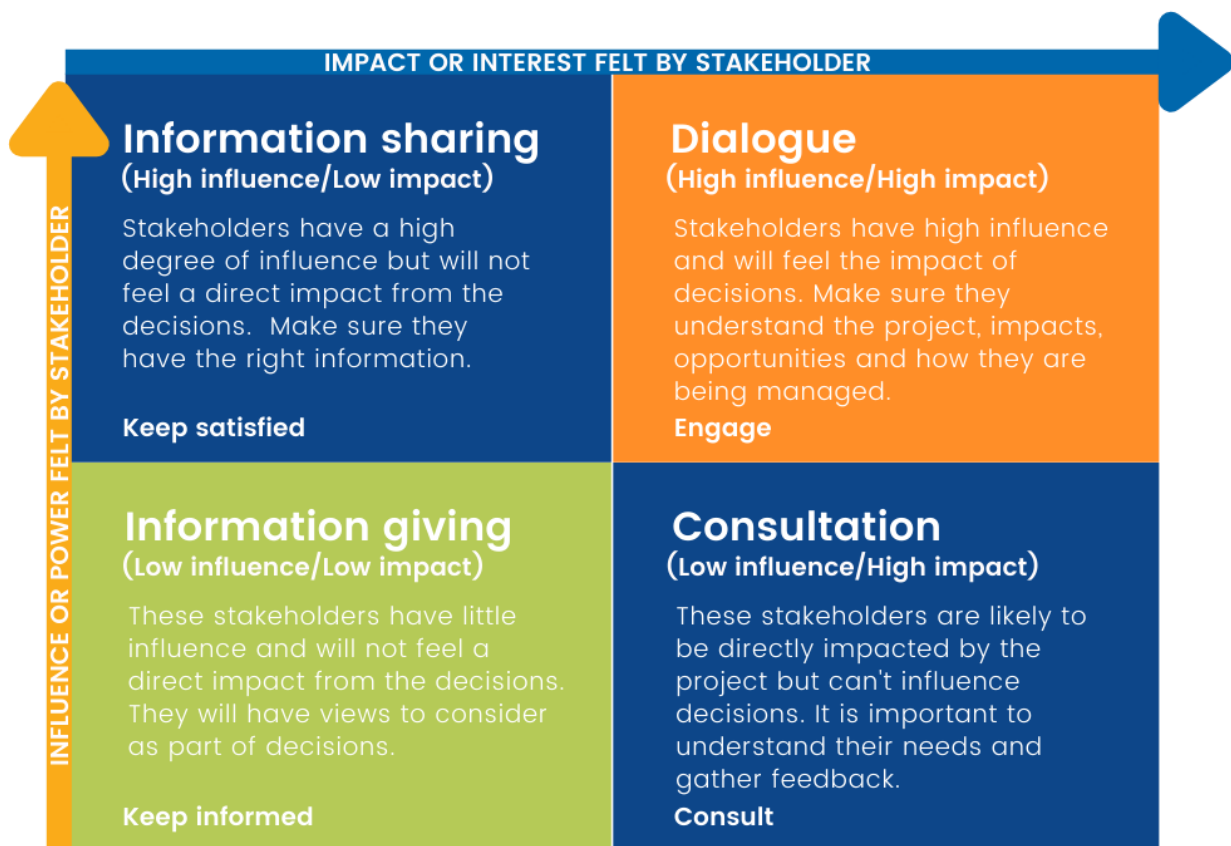
Changing levels of influence and impact

While initial stakeholder analysis provides a starting point for engagement and quickly shows where time and resources should be focused on activities, it is important to understand which stakeholders could shift within the matrix with the correct engagement and communication strategy.

For example, a stakeholder identified as high influence/low impact could become an advocate for the project. Therefore, emphasis should be placed on activities that move the stakeholder from the information giving quadrant to the dialogue quadrant. Conversely, stakeholders with low levels of influence can become objectors and therefore, consideration should be given to activities that minimise the risk of those stakeholders becoming opposed to the project.

Table 3 lists stakeholders, the opportunities and the proposed methods to engage with them.

Engagement tools encourage stakeholder buy-in, support of and participation in the activities, ranging from information sharing (one-way communication) to feedback (two-way communication) or active participation in events and decision making.

A list of stakeholders is found at appendix 2.

4.1.3. Key Stakeholders

The table below lists the key stakeholders and potential interests or issues resulting from our current or future operations. Other stakeholders and tools may be identified when developing specific plans for high impact activities or through any approvals. The below table should be used as a guide only.

Given the mine's proximity to and the relatively small number of businesses and local stakeholders, communication with local stakeholders has been maintained mostly through informal verbal communications. This will be increased over time to meet the consultation and engagement requirements for expansion.

Landholders

The underlying pastoral leases on which Mt Carbine is located are held by Australian Wildlife Conservancy on a parcel of land known as Brooklyn Wildlife Sanctuary.

A positive relationship exists between EQR and Australian Wildlife Conservancy. There are no anticipated issues with the landholder in relation to the project as there are no material changes to the environmental emissions or impacts to the surrounding land and ecological systems.

Traditional Ownership

Traditional ownership of the land where the mine is located is recognised has belonging to the Djungan People (People of the Rock).

Nguddaboolgan Native Title Aboriginal Corporation (NNTAC) is the prescribed body corporate for the Djungan People. NNTAC holds the native title rights and interests as agent for the Djungan People as determined by the Federal Court of Australia on 2 August 2012.

The Djungan People's determined lands span from north of the Walsh River near Dimbulah up through Mount Mulligan and Kondaparinga Station to the Walsh River in the north.

EQ Resources pays the required Native Title Administration Fees to NNTAC and maintains regular dialogue and communication on any relevant information pertaining to its activities.

In addition to NNTAC, the Reilly family is an indigenous family local to Mt Carbine with a history in the area of in excess of 100 years. While not formally recognised has having Native Title, EQ Resources recognises the Reilly family's connection to the area and engages in monthly consultation with the family in relation to current mining and project activities. Additionally, EQ Resources has employed several Reilly family members in various roles in the operations.

Further detail is included in the consultation register and includes suggested consultation methods.

Table 3: Stakeholder identification and interests (summary only)

Stakeholder group	Stakeholder name	Interests and concerns
Landholders	Neighbours Crown land Australian Wildlife Conservancy - Brooklyn Nature Reserve	Impact on business operations Impact on environment/bird watching Contribution to community
Local residents	Neighbours Residents in community	Impact on community and environment Investment opportunities Jobs and economic development Noise dust and vibration Impact to way of life
Internal stakeholders	Board EQ leadership Employees and contractors	Investment opportunities Jobs and economic development Impact on community and environment
Traditional owners	Nguddaboolgan Native Title Aboriginal Corporation Reilly Family	Impact on community and environment Investment opportunities Jobs and economic development
Local businesses	Mt Carbine Caravan Park Mt Carbine Roadhouse Mt Carbine Hotel Motel Bustard Downs Accommodation and camping organic farm Other mining/resources proponents in the region	Impact on business operations Impact on environment/bird watching Business opportunities -supplies, accommodation
Industry bodies, business groups, peak bodies	Critical Minerals Office Association of Mining and Exploration Companies AusIMM Queensland Resource Council (QRC) Mareeba Chamber of Commerce Unions	New resource opportunities – critical metals Investment Environmental impacts managed Impact on employees, creation of jobs
Government	**Elected representatives** Federal Member for Kennedy Premier of Queensland State Member for Cook Mayor – Mareeba Shire Council Councillors	Meets regulatory requirements Economic development, investment, jobs and business opportunities Contribution to community
Government departments and agencies	Department of Environment and Science Department of Natural Resources and Mines Department of Agriculture and Fisheries Department of Transport and Main Roads Department of Aboriginal and Torres Strait Islander and Multicultural Affairs (DATSIMA)	Impacts on government assets or programs Meets regulatory requirements Economic development, investment, jobs and business opportunities Contribution to community

	Department of Environment and Heritage Protection Department of Employment, Education and Training Department of Health Cairns and Hinterland Hospital and Health Service Emergency services – police, ambulance, rural fire	
Local government	Mareeba Shire Council Chief Executive Officer Director Infrastructure Director Corporate and Community Services	Meets regulatory requirements Economic development, investment, jobs and business opportunities Contribution to community
Community, special interest groups	Bird watchers Birdlife Australia, North Queensland Group (BA-NQG) Julatten, Mt Molloy and Mt Carbine Community Information Group	Impact on bird watching and environment Economic development, investment, jobs and business opportunities Contribution to community
Media	TV, newspapers, radio, social media	Community stories Opposition to the project

5. What We Will Engage and Communicate – Issues and Opportunities

A key part of the CSEP is to identify potential issues and opportunities that could arise as part of the current project and phase 1 and 2 EA amendments. The phase 1 EA amendment is unlikely to significantly change the current operating conditions. Phase 2 EA amendment for open pit mining, will require a range of technical studies and investigations to support approval process.

This section of the plan focuses on the likely key issues that may be considered and addressed as part of the preparation of the phase 2 EA.

Additionally, ongoing consultation with stakeholders could identify additional issues and opportunities. The table below identifies likely key issues and opportunities.

Table 4: Issues and opportunities identification - preliminary

Issues and opportunities	Details
Impact to highway	There will be a requirement to investigate how to transfer product from the operation to the wash plant. The two facilities are split by the highway. A pumping system is being investigated
Cultural heritage	No cultural heritage items have been identified during site visits and clearance work. Protecting Aboriginal heritage items is a priority for EQ Resources. A Cultural Heritage Assessment will take place as part of the approval process. Additionally, unexpected finds procedures will be part of ongoing operations.
Dust and vibration (construction and operation)	The caravan park, hotel and roadhouse are close neighbours and will be directly affected. Impacts will be considered as part of the technical studies. Engaging with directly affected stakeholder to understand potential concerns and opportunities, as well as the most appropriate communication method should commence as soon as practicable. If approved, an Air Quality Management Plan will be put in place to help meet the strict environmental conditions that are likely to be placed on the operation. Minimising dust is a priority for the operation.
Noise	A noise assessment maybe required for the phase 2 EA. This will assess if there are any likely noise impacts to the surrounding community. It would also find ways of minimising the negative impacts. This could include Minimising noise impacts will be an ongoing part of the operation, and where needed, may include additional shielding or restrictions during certain weather conditions.
Blasting	Blasting can impact on the way of life of the local community. Additionally, given the closeness of the highway and the edge of the pit, consultation with the road authority will be required. Strict measures will be put in place to manage any blasting activity and specialist contractors will be used to undertake the work as required. Blast design will be an interactive process that ensures that the geology of the site and surrounding area is considered to avoid blast-related impacts on surrounding properties.
DIDO vs. local workforce	Given the small population in Mount Carbine, employees are likely to come from surrounding townships of Mount Molloy, Port Douglas, Mossman, and Mareeba. Employees and contractors are likely to be drive in-drive out. Transport options will be considered, including bussing to major townships. Given a shortage of local housing options, it is unlikely there will be an increase in the demand for housing.

Regional Infrastructure	EQ Resources will have to undertake a number of assessments, working with the local community, Mareeba Shire Council and stakeholders regarding the potential impact on regional infrastructure, i.e. water, power, transport, health care, and education. These will be considered during the technical studies in line with phase 2 EA.
The scope, timing, location, design, and key features of the project	Uncertainty around the project leads to heightened concerns within the local community. Providing accurate and timely information about the project will assist in reducing complaints and concerns raised by stakeholders.
Land disturbance	<insert>
Land acquisition	Land purchase / access for transport corridor and mine lease area will be considered if and when needed. Any conversations about compensation will be held directly with those stakeholders. This includes compensation through to voluntary property acquisition where criteria are exceeded.
Water management	<insert>
Jobs and training opportunities	Approximately 50 jobs will be created as a result of the operation, including trades, operator and administrative roles. There will be training opportunities resulting from the approval of the phase two amendment.
Investment in the community	<insert>
Visual impacts	It is unlikely there will be visual impact from the quarry or mining operation and will not be visible from any resident. There are some impacts from the road
Truck movements	It is unlikely there will be any significant impact resulting from the approval of the phase two EA amendment. Product is currently sold at the mine gate and no impacts are anticipated.
Birds and bird watching	The area is home to bird sanctuaries and parks, attracting bird watchers from around Australia. There are a number of accommodation facilities promoting Mt Carbine as a destination for activities and tours. Potential impacts to bird life and way of life for those businesses and visitors is should be considered.
Political engagement	EQ Resources will seek to proactively engage with the Queensland Government. The Premier has released an investment prospectus highlighting Mt Carbine, and specifically, tungsten as a new economy mineral for the State, indicating there is general support for the project. Continuing to engage with Government will be important throughout the life of the project. In the longer term, we will engage with the senior members of the both the ALP and LNP leadership teams holding responsibility for the Agriculture, Resources and Treasury portfolios. In addition, we will engage and keep local Federal and State Members of Parliament, as well as Councillors up to date as important stakeholders.
Communication and notifications	Interested neighbouring property owners and/or residents would be contacted by the mine to notify by phone or email prior to a scheduled blast. The notification would advise the day, date, and time of the blast. Other mechanisms for communicating will be explored.

6. When We Will Engage – Timing

Engagement and communication are a cradle to grave approach, that is it is ongoing through the operations of the Mt Carbine facility. During operations, there will be a need to increase activities to support the phase of project lifecycle. Specifically, between late 2021 and late 2022 two environmental approvals will be sought.

Phase one EA is seeking to increase processing of current stockpiles to 500,000 tpa. The focus is to incrementally improve the mine's productivity and profitability, focusing solely on the mining and processing of the LGS. This is likely to have minimal impacts.

Phase two EA is seeking to dewater and recommence mining tungsten in the existing pit area. The crushing and screening plant and processing plant will be upgraded to further reduce operating costs and increase the tungsten recovery.

Consultation will support the technical studies, with targeted engagement with affected stakeholders. An implementation plan will guide communication and engagement tided to the project timeline. Initially, the focus will be to introduce the operation and amendments to stakeholders, followed by gathering feedback on the phase two proposal, particularly with directly impacted stakeholders.

It is likely a formal public exhibition process will be held by the Department of Environment and Science, anticipated in late 2022.

For further detail in relation to the implementation timing and planned activities is contained in the implementation plan. A summary is included in Table 6.

Figure 7: Project timeline
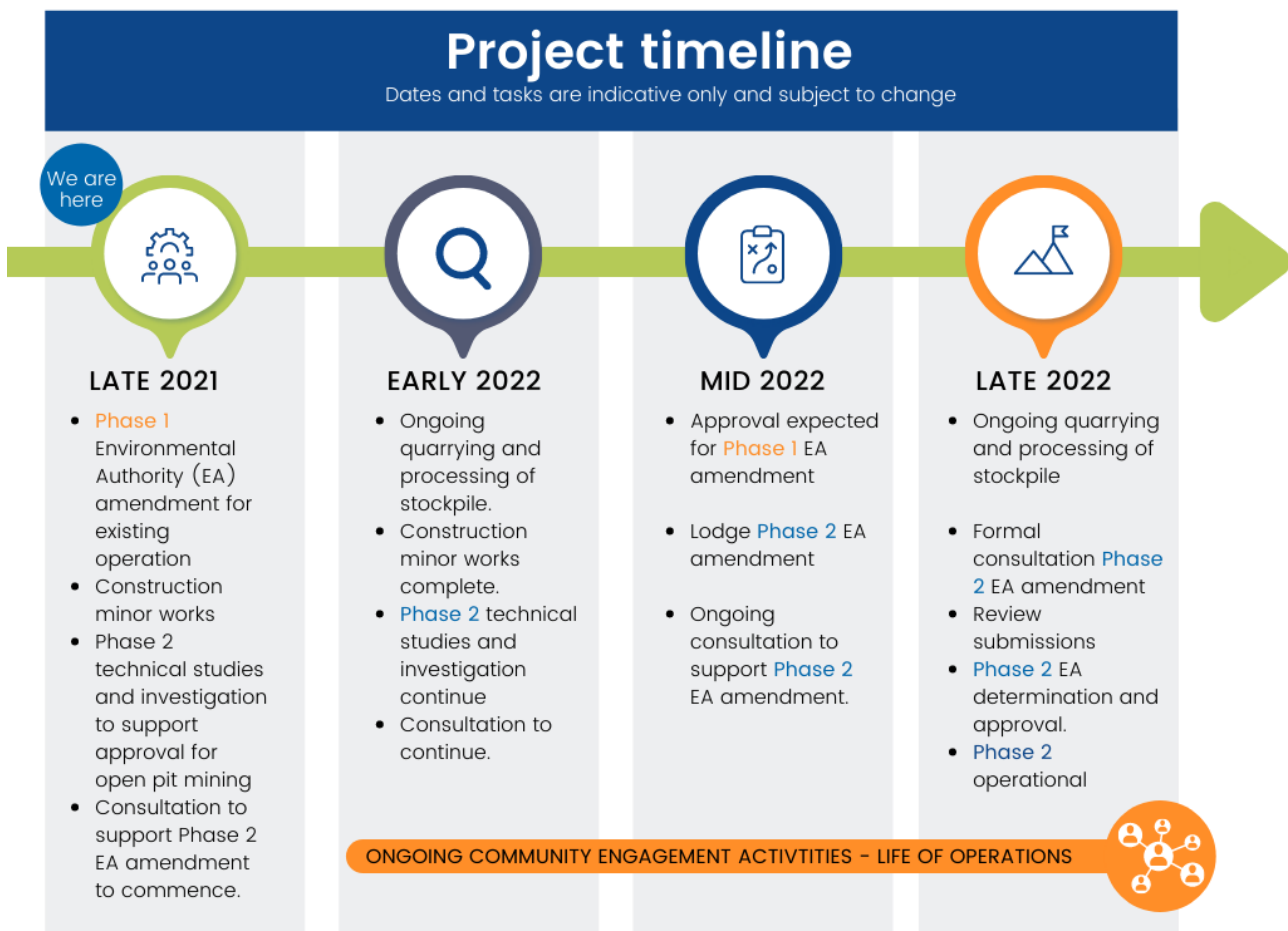
7.   How We Will Engage – Methods, Tools, And Evaluation

7.1.1. Tools and Techniques

Engagement methods will vary depending on the purpose and expectations of the engagement. Poor planning will reduce the effectiveness of the engagement. Selecting the right tool and taking time to plan the engagement process will help build trust and buy-in from stakeholders. Table 5 lists different tools and how they meet the IAP2 engagement goal.

For further detail in relation to the implementation timing and planned activities is contained in the implementation plan. A summary is included in Table 6.

Table 5: Communication and engagement tools (Source: Mara Consulting)

COMMUNICATION AND ENGAGEMENT TECHNIQUES				
INFORM	**CONSULT**	**INVOLVE**	**COLLABORATE**	**EMPOWER**
• Newsletter • Letters • Website • Flyers • Brochures • Exhibitions / displays • Info stalls • Media releases • Fact sheets • Signage • Tours • Videos • Graphics • Images • Social media	• Surveys • Social media feedback • Public meetings • Feedback forms • Focus groups • Interviews • Meetings • Suggestion boxes • Online forums • Voting • Submissions • Panels • Door knocking • Infoline • Complaints management	• Public meetings • Community • Briefings • Workshops • Reference groups • Online discussions • Social media forums • Open days • Exhibitions • Liaison Groups	• Charettes • Crowd sourcing • Participatory decision making • Partnership • Project working groups • Interagency networks • Advisory groups	• Delegated decision making • Citizen juries • Committees

Table 6: Delivery plan for engagement phase 1 and 2 expansion

ACTIVITY/TOOL	PURPOSE	TIMING	STAKEHOLDERS
Phone calls/emails/site visits	To provide project updates and notifications To seek input to management and mitigation of potential impacts and to understand any issue or opportunities	Ongoing as required	Landowner Neighbours Businesses
Develop factsheets • About the project • Approval process • Community • Environment	To provide an overview of the phase of expansion including key elements of the project	Published Q1 2022	All interested stakeholders
Letters including factsheets	To introduce EQR and provide a project update about expansion to key stakeholders and offer a face-to-face meeting and/or site visit	Q1 2022	Mareeba Shire Council State MP Federal MP
Meetings/site visit	To provide a project update and answer questions, take on feedback regarding potential issues and opportunities To seek input into approvals process	Q1 2022	Mareeba Shire Council State MP Federal MP
Meetings/phone calls/emails	To provide a project update and answer questions, take on feedback regarding potential issues and opportunities To seek input into approvals process	Q1 2022	Community and interest groups Aboriginal groups Businesses Community interest groups
Letters Website Social media Advertising Media release Unaddressed mail	Seek feedback on issues and opportunities, explain the EA process, Promote formal feedback opportunities.	Q1 - Q2 2022	Landowner Neighbours Mareeba Shire Council Businesses Community and interest groups Industry Media Keep MPs informed
Meetings/emails/phone	To discuss and plan approval requirements	Q1 - Q2 2022	Government agencies Mareeba Shire Council
Information sessions	Prior to finalising the EA application, host drop-in session for community feedback	Q2 2022	Landowner Neighbours Mareeba Shire Council Businesses Community and interest groups Industry Media Keep MPs informed

ACTIVITY/TOOL	PURPOSE	TIMING	STAKEHOLDERS
Website Social media Newsletters Phone Email	To share project information and other positive stories relating to the project Provide regular updates to stakeholders Ongoing liaison and enquiry management.	Q3 2022	All

7.2. Consultation register

EQ Resources (or designated contractor) will use the consultation register to record, monitor and report on interactions with all stakeholder, community and service providers. The register will

- Record community and stakeholder contact information
- Record letterbox drops, project updates, notifications and interactions
- Record and manage complaints, enquires, issues and responses
- Record key personnel and interactions from government agencies and service/utility providers
- Be used to identify issues and opportunities.

7.3. Complaints and Enquires Management

EQ Resources (or designated contractor) will receive project enquiries and complaints via a dedicated project hotline and project specific email. This contact information will be included on all communications materials related to the project. The consultation register will be used for the duration of the project. EQ Resources (or designated contractor) will

- Record details of every complaint or enquiry in the consultation register including date and time of complaint and how the complaint was received
- Record full name, address and preferred method of contact for complainant
- Record how the complaint or enquiry was managed and closed out
- Investigate and determine the source of the complaint
- Record action taken, officers involved, details of resolution and response times
- Refer misdirected complaints or enquiries to the appropriate authority
- Produce monthly reports to ensure complaints are managed effectively.

7.3.1. Response and Resolution Timeframes

All enquiries and complaints will be resolved within the timeframes set out in Table 7 below.

Table 7 Response and resolution timeframes

Source	Required acknowledgment	Target response time	Required resolution
Project phone line	Within 2 hours	1 business day	5 business days
Email/website enquiry	Automated response	1 business day	5 business day

	acknowledging inquiry/complain		
Letters	NA	NA	5 business days
Social media	During business hours – 2 hours Outside business hours – within 2 hours on next business day	1 business day This may be escalated depending on social media post.	To be assessed depending on post. Within 1 business day.
In person	Immediate		3 business days

7.4.   Community Relations

Community and other stakeholders will be offered regular opportunities to engage with the Project team at advertised activities and scheduled meetings. The community and other stakeholders will also be able to contact the Project team at their convenience via phone ((07) 4094 3072) and email (info@eqresources.com.au).

7.5.   Government Relations

State and Federal MPs for the area, relevant Ministers, and Mareeba Shire Council will be offered the opportunity for a face-to-face briefings during approvals process and at regular intervals during operations, by request.

7.6.   Media Relations

From time to time, EQ Resources may choose to issue media releases to provide an update on the Project for the benefit of the community, media, investors, and other stakeholders. EQ Resources' CEO is the approved spokesperson for the Project. They may delegate this authority in writing to others working on the Project.

7.7.   Community Engagement Evaluation

Evaluation of the process is an important aspect to delivering ongoing engagement with the communities in which we operate. Understanding what worked well and not so well will help us to match our activities with community expectation.

The evaluation process will feed into continuous improvement programs underpinning our social licence to operate. Evaluation will also ensure that the requirements under the relevant government approvals are adhered to, providing a reporting mechanism when required.

An evaluation template should be used for continuous improvement. It should include questions such as:

- How successful was the engagement? (Include how measured – interviews, feedback forms, focus groups)
- What could we have done better?
- Is there anything we learnt from this activity?
- Who do we report the evaluation to? (Internal, external, statutory)
- Are there examples to assist from what was learned?
- How was the engagement measured?
- Is a follow up required?

8.   List of Abbreviations

Abbreviation	Description
CSEP	Community and stakeholder engagement plan
EA	Environmental Authority
EPBC	Environment Protection and Biodiversity Conservation
ERA	Environmentally Relevant Activity
LGS	Low grade stockpile
MEROLA	Mineral and Energy Resources and Other Legislation Amendment
ML	Mining Lease

Appendix A   Communication and engagement methods

Tool	Description	Notes	Key target audience
Advertising	Helps control messaging if media not reporting accurately Advertisements in local, regional and metropolitan media including newspapers, radio, television and online, should be used to advertise events, announce milestones or provide information to stakeholders.	One-way communication	General public, customers, investors and all interested stakeholders.
Advisory committees	A committee is made up of representatives from a particular profession, industry, community or interest groups and can provide technical or specific information on complex issues and projects.	Active participation	General public, customers, investors and all interested stakeholders.
Animations, videos, models	Animations, videos and models should be adapted or created for use in stakeholder engagement, particularly at key project milestones. Creating an interesting and consistent brand will assist stakeholders to recognise information as the project progresses.	One-way communication People are usually visual communicators	General public, customers, investors and all interested stakeholders.
Briefings	Briefing to interested stakeholders.	Opportunities to regularly brief key stakeholders on EQR operations	General public, customers, investors and all interested stakeholders.
Briefings (media)	Media briefings allow for key employees to meet and build relationships with media contacts. Better relationships with the media can assist in gaining more positive and frequent representation within media coverage.	Two-way communication	Media
Briefings to elected representatives, councils, government departments	Briefings will provide key government and parliamentary stakeholders with in-depth information about EQR, as well as the opportunity for regular updates throughout operations.	Two-way communication	Elected representatives and agencies
Community forums	Forums will allow engagement with a targeted group of stakeholders to get input or feedback on a specific issue or range of issues. They can be done in person or online.	Active participation	General public, customers, investors and all interested stakeholders.
Community information sessions or open days	Open days are similar to community information centres, but are organised for a set timeframe. They are staffed by employees and specialist consultants where required. They provide an opportunity for key stakeholders to talk directly with staff about their thoughts, opinions and issues.	Two-way communication	General public, customers, investors and all interested stakeholders.
Community newsletter or notifications	Newsletter updating stakeholders on EQR matters, opportunities for funding and involvement in operations. Notifications will be delivered in a number of ways including email, hard copy mail out, letterbox drops and traditional and/or social media outlets. Updates will be used to advise targeted stakeholders or the broader community about community impacts and	One-way communication Consultation	General public and all interested stakeholders.

	timeframes, achievements or milestones, upcoming work and any associated impacts.		
Community liaison groups	Liaison groups allow for two-way liaison between EQR and the community, and are particularly useful in a contentious issues and/or when the community is interested or vested in the outcome. Members should represent the views of the community and can be invited to join or apply to become a part of the group.	Active participation	General public and all interested stakeholders.
Community workshops	Stakeholders and community members are invited to come together to identify issues, deliberate about preferred outcomes and create plans. Small groups within the bigger workshop are used to discuss and brainstorm particular topics.	Active participation Consultation	General public and all interested stakeholders.
Door knocks	Door knock to businesses and residents Could be used for providing information, introducing or inviting events and/or seek feedback via a survey.	As required	Local residents within approved distribution zone. This is a good follow-up strategy to mail-outs and letterbox drops.
Displays and exhibitions	Displays and exhibitions will be used at community information sessions, but also as standalone information sources in community areas, such as libraries, shopping centres and near public transport.	One-way communication Consultation	General public and all interested stakeholders.
Emails and email distribution lists	A method of distributing information, letters, newsletters that allows interested parties to subscribe and ensure they don't miss important updates. Use of email and the internet continues to grow however it is still limited in regional and rural areas, and among certain demographics. Email surveys and feedback mechanisms will provide a channel for stakeholders and community members who are shy to provide information without putting 'their face' to the suggestion.	One-way communication Consultation Active participation	General public and all interested stakeholders. Targeted stakeholders.
FAQs	Frequently asked questions (FAQs) are formulated based on questions that are likely to arise from key stakeholders and are updated as questions are raised throughout EQR's operations. They will be used to ensure consistent answering of common enquiries included in communications materials and on websites to proactively reduce the number of enquiries received.	One-way communication	General public and all interested stakeholders. Targeted stakeholders.
Gatehouse message board	Internal engagement and information to employees and contractors	One-way communication	Internal stakeholders
Helpline	A project information line will be available 24 hours a day for all stakeholders to make inquiries, complaints and seek more information. Out of business hours the line can be diverted to a team member's mobile or message bank.	Refer Procedure	General public and all interested stakeholders.
Information / flyer/ fact sheets	Brochures containing relevant information about EQR. Provides details on how people can provide input and update the community on operations. Developed to provide background, in-depth or regularly updated information on EQR, fact sheets, flyers and brochures will be letterbox dropped or mailed to stakeholders, included in targeted correspondence, and be available at local community areas, such as shopping	One-way communication	Local residents and the wider community as well as neighbours, and user groups.

	centres, libraries or community information centres. They are succinct, written in plain English and are easy to understand for the community or anyone without technical knowledge.		
Internal noticeboards	Internal engagement and information to employees and contractors		Internal stakeholders
Intranet	Internal engagement and information to employees and contractors		Internal stakeholders
Letter box drops	Opportunity to target stakeholders close to EQR and encourage their input/feedback.	Community newsletter	Local residents and the wider community as well as neighbours, and user groups.
Letters	Any written communication via letter.	One-way communication	In response to inquiries or to inform stakeholders as required.
Media releases	Cheaper and more effective than advertorials, media releases will be sent to local, regional and metropolitan press to gain media coverage. Media releases provide necessary information to the media who then disseminate the information to the community. Details of the project and community issues can be published however there is less control over how the message is represented by the journalist. Establishing and maintaining strong relationships with media contacts will increase the success of this tool.	One-way communication	All stakeholders. Can be targeted.
Meetings	Face-to-face meetings to explore and understand stakeholder needs, perspectives, insights, feedback on EQR.	All meeting held with the community and key stakeholders will be recorded. If relevant, council will provide details of discussions of meetings held that will inform the design process.	Local residents and the wider community as well as neighbours, and special interest groups.
Newspaper advertisements	Advertisements as required		General public and all interested stakeholders
Site meeting	(if required) tour of the site to gain a deeper understanding EQR's operations. Can help foster relationships, increase awareness or to gain new insight. Site visits are an effective way of engaging certain stakeholders affected EQR's operations, such as the media, school groups, residents, local business	One-way communication Consultation Active participation	Targeted stakeholders.

	people, and elected representatives/councils. It provides an opportunity to communicate important information while visitors get a better understanding of the company.		
Social media – LinkedIn and twitter.	Social media allows for two-way communication between clients and their audience. Good participation in social media can improve brand reputation and foster relationships. Transparency and honest communication is critical to the success of any social media strategy, which can include using blogs, social networking and/or video and image sharing sites. Mobile technologies also enable stakeholders and community members to access information via personal electronic devices while on the move, meaning they can contribute anytime, anywhere.	Information sharing Consultation Active participation	General public and all interested stakeholders. Opportunity to target messages to key stakeholder groups and demographics.
Survey	Surveys can be used to obtain feedback from the community and/or key targeted stakeholders on issues. Surveys can be in person, over the phone or online. Used for internal or external stakeholders	Information sharing Consultation Active participation	General public and all interested stakeholders. Opportunity to target messages to key stakeholder groups and demographics.
Website	EQR website is an increasingly valuable way to communicate information with the community and stakeholders. All publicly available information that is communicated to stakeholders will be placed on the website as a central resource for interested parties to find. The website can also be used as a tool for collecting feedback and input, and to advertise a project information line, upcoming events or project updates. Discussion boards, online forums and chat events can also be hosted through the website.	Information sharing Consultation Active participation	General public, customers, investors and all interested stakeholders.
Workshops	Workshops are designed to engage with a larger group of stakeholders. A structured method of exploring complex issues and where participants can work in small groups. A number of engagement activities may take place.		Community engagement sessions will be conducted with key stakeholders. Target - local residents and interested stakeholders in the wider community.

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