Winchelsea Mining Stakeholder Engagement Strategy

23rd September 2020

Background

Winchelsea Mining Pty Ltd (Winchelsea) is a joint venture between the Anindilyakwa Advancement Aboriginal Corporation (AAAC) and AUS China International Mining Pty Ltd.

The Traditional Owners of the Groote Archipelago are referred to by their language name Anindilyakwa. The Anindilyakwa have been granted inalienable freehold title to the Groote Archipelago which includes Winchelsea Island.

In December 2018, the Northern Territory government granted Winchelsea Mining a six-year exploration licence over about 20sq km of manganese-rich Winchelsea Island.

The Island is approximately 50km off the eastern coast of Arnhem Land, about 650km east southeast of Darwin.

It falls within the Anindilyakwa Land Council (ALC) area. Access to the Island is by boat from Groote Eylandt. The Island is uninhabited by humans, home only to wildlife.

GEMCO, a South32 / Anglo American plc joint venture, has mined Groote Eylandt's manganese deposits since the early 1960s. The mine produces up to five million tonnes annually – about a quarter of the world's total production of manganese.

Consequently, open cut mining has been a part of the social fabric of the Anindilyakwa's lives for decades.

Tens of millions of dollars in royalties from Gemco's mining operations have supported the Anindilyakwa's economy for more than 40 years, but the mine's operational life will cease over the next ten years.

The Anindilyakwa people must now identify alternative funding sources to support multiple Groote Eylandt' royalty dependent' programs and services.

Cultural heritage surveys conducted on Winchelsea Island by the Traditional Owners have cleared the Island for mining activities.

Post-mining, the development of an aquaculture business is currently under consideration, which if implemented, would provide a continued source of income for the local community upon closure of the mine. This would include a fish hatchery and ponds, a prawn farm and an oyster beds development.

About the Groote Archipelago

Groote Eylandt is the largest Island in the Gulf of Carpentaria and the fourth largest Island in Australia. It lies about 50 kilometres from the Northern Territory mainland and eastern coast of Arnhem Land, about 630 kilometres from Darwin, opposite Blue Mud Bay.

Together with Bickerton Island and a few smaller satellite islands, Groote Eylandt forms the Anindilyakwa Archipelago of East Arnhem Region. It contains the communities of Angurugu,

Alyangula, Umbakumba, Yadagba District, Uburamudja District and Sandy Hill (Groote Eylandt) and Milyakburra District (Bickerton Island).

The Anindilyakwa people primarily live in the townships of Angurugu, Umbakumba on Groote Eylandt and the township of Milyakburra on the nearby Bickerton Island.

The town of Alyangula was developed as a residence for mining company workers under a special purpose lease between GEMCO, Anindilyakwa Land Council and Anindilyakwa Land Trust. It is a non-Indigenous local population centre.

At the 2016 census there were 2,489 people in the Anindilyakwa local government area. 50.3% of the population were Aboriginal and 14.6% identified as Australian. The median age was 28 years. 15% of the population were unemployed at the time of the 2016 census, compared to the state and national unemployment rates at the same time of 7% and 6.9% respectively (ABS, 2016).

The major industries of employment in the Anindilyakwa local government area at the time of the 2016 census were Other Metal Ore Mining (30.9%), Local Government Administration (8.1%), Combined Primary and Secondary Education (4.6%), Police Services (2.9%) and Clubs (Hospitality) (2.3%). The top responses for occupation included Professionals (22.4%), Community and Personal Service Workers (16.6%), Technicians and Trades Workers (12.7%) and Machinery Operators and Drivers (11.9%) (ABS, 2016).

Previous stakeholder consultation

Previous consultation about the prospect of Anindilyakwa mining manganese on Winchelsea Island became focused in the lead up to its application for an exploration licence in 2018.

The Anindilyakwa Advancement Aboriginal Corporation (AAAC) informed and sought feedback primarily through monthly meetings with the ALC 24-member Board.

The Board, in turn, consults more broadly on important issues, like the impact of drilling on Winchelsea, with a broader group of up to 240 Traditional Owners representing Anindilyakwa's two clan groups.

During these consultations, concerns principally focused on:

- Whether blasting would impact songlines
- The risk of manganese going into the sea
- Threatened species, including the Quoll and the Masked Owl which roosts in sandstone country to the north

The ALC believes it has addressed each of these concerns to date through either providing more information or modifying plans.

Engagement principles and objective:

This phase of consultation is timed to correspond with Winchelsea Mining's signing of the Mining Agreement with the Traditional Owners. It also coincides with the start of the environmental and mining approvals process with the Environmental Protection Agency (NT) and the EPBC.

Our engagement objective is to inform and update our stakeholders about the Project and identify potential concerns or project opportunities that can be addressed during the approvals and planning processes.

The following principles guide our engagement activities:

| Purposeful | We begin every engagement with a clear understanding of what we want to achieve. We support the activity as a process to make better decisions and incorporate the interests and concerns of affected stakeholders |
|------------------------|--|
| Inclusive and flexible | We identify relevant stakeholders and make it easy for them to engage. We recognise the different communication needs and preferences of stakeholders and endeavour to meet these wherever possible. |
| Timely | We involve stakeholders from the start and agree on when and how to engage. We will adapt the plan and/or process if the engagement is not achieving its intended purpose and objectives. |
| Transparent | We are open and honest in our engagement and set clear expectations. We will explain the engagement process, the role of stakeholders in the engagement process and communicate how their input will inform the Project |
| Respectful | We acknowledge and respect the expertise, perspective, and needs of stakeholders. We take care to be open to alternative views and to listen as well as speak. We respect our stakeholders' expertise and knowledge, and appreciate the benefits of mutual learning. |

Selecting our level of engagement:

IAP2'S PUBLIC PARTICIPATION SPECTRUM



The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

| INFORM | CONSULT | INVOLVE | COLLABORATE | EMPOWER |
|--|--|---|--|---|
| To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. | To obtain public feedback on analysis, alternatives and/or decisions. | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. | To place final decision making in the hands of the public |
| We will keep you informed. | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals. | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. | We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible. | We will implement what you decide |

The level of the engagement activities outlined in this plan sit at 'inform' and 'consult', depending on the audience. We have identified the level of consultation application to each stakeholder in the consultation action plan.

Engagement resources/tools:

Each of our stakeholders must have access to information that is meaningful and well understood. We have prepared a suite of materials to cater for our stakeholder's requirements. These include:

- A dedicated website
- Information memorandum (authored by Jeff Beatty)
- A PowerPoint to support meetings
- Project FAQ
- Visual information posters to support consultation with Traditional Owners
- Community notice board posters
- Email scripts
- Local community radio script
- Media releases (local media and national consumer media and mining trade media)
- Advertorial content for Village Newsletter and Eylandt Echo
- Facebook post
- Community meeting
- Video of ALC CEO and Chair communicating key messages for social media distribution

Key messages

About the Winchelsea Mining project

- Winchelsea Mining Pty Ltd (Winchelsea) is a joint venture between the Anindilyakwa Advancement Aboriginal Corporation (AAAC) (60%) and AUS China International Mining Pty Ltd (40%).
- The Project will be operated and managed by Winchelsea Mining Pty Ltd. The Project term is for fifteen years (15), including rehabilitation.
- In December 2018, the Northern Territory government granted Winchelsea Mining a six-year exploration licence over about 20sq km of manganese-rich Winchelsea Island.
- Site infrastructure on Little Paradise Bay will include:
 - o Transportable administration office blocks for Winchelsea and contractor personnel
 - o Transportable bathhouse and ablution facilities
 - Transportable accommodation facility
 - Minor Maintenance workshop and warehouse facilities
 - o Communications infrastructure including towers and cabling
 - Barge and boat loading facility for man and materials

 Power Station – Co-generation diesel and solar power, refer to Section 5.3 Electricity Supply.

Refer Information memorandum

Project milestones

| 2020 CY | |
|---------|--|
| Q3 | Mining Lease, Environmental Studies (Notice of |
| | Intent) application and EPBC referral lodged; |
| Q4 | Environmental Studiers commenced |
| | Feasibility Study commenced |

| 2021 CY | |
|---------|---|
| Q2 | Environmental studies completed |
| Q3 | Feasibility Study Completed, Project Approval and |
| | construction commenced. |
| Q4 | First ore mined |

Economic benefits

- The proposed development on Winchelsea Island will fund the Anindilyakwa's cultural economy
- It will be a national first locally controlled mining activity majority-owned by land's Traditional Owners.
- The mine represents the Traditional Owner's conscious decision to use the social and economic capital from their resources to create a stable future for their community
- The Winchelsea Mine will shore up Groote Eylandt's economy when the GEMCO mine's operational life ceases.
- Economic benefits from the Project will be provided through salaries and wages, employee spending, contractor engagement, operational expenditure, investments and donations to the local community and royalties.
- Post-mining, the development of an aquaculture business is currently under consideration, which
 if implemented, would provide a continued source of income for the local community upon
 closure of the mine. This would include a fish hatchery and ponds, a prawn farm and an oyster
 beds development.

Employment opportunities

- Winchelsea will strive to build a workforce comprising up 50 per cent local Indigenous people
- The mine will require around 55 people initially. During construction, the workforce will increase to 200 people. About 100-150 personnel will be needed as steady-state contractor labour support.
- The mine is committed to recruiting its workforce from the domestic and local labour markets where possible.
- Winchelsea Mines will pay Statutory royalty payments to the Northern Territory Government under the Mineral Royalty Act 1982. Indirect royalty payments will be made into the Aboriginal Benefit Account (ABA)

Business opportunities

During the development of the Project, opportunities have been identified for the development of Clan Based Enterprises to support the mining project and provide economic and social development and security to the local community. These may include:

- Plant operators
- Training and safety services
- Nursery, rehabilitation and environmental monitoring
- Security/biosecurity services
- Stevedoring and marine services barging
- Aquaculture, hatchery, ponds and oyster farms
- Forestry, roof truss supply for house construction
- Accommodation services
- Light vehicle workshop and mechanical services.

Local decision making

The Winchelsea Project forms part of a Groote Archipelago Local Decision Making Agreement (LDMA) for economic development. The agreement signed and implemented on 19 June 2019 by the Northern Territory Chief Minister, the Hon Michael Gunner, Northern Territory Minister for Aboriginal Affairs, The Hon Selena Uibo, Chairman for the Anindilyakwa Land Council Mr Tony Wurramarrba AO and the Chief Executive Officer for the Anindilyakwa Land Council Mr Mark Hewitt.

Key Stakeholders

| Northern Territory Government: | | | | | |
|---|---------------------------------|------------------------------|--|--|--|
| NT EPA | | ntepa@nt.gov.au | | | |
| Department of Chief Minister and Cabinet | Jodie Ryan | Jodie.ryan@nt.gov.au | | | |
| Department of Industry, Tourism and Trade | Shane Drabsch | Shane.drabsch@nt.gov.au | | | |
| Department of Environment | Jo Townsend | Jo.townsend@nt.gov.au | | | |
| Territory Families, Housing and Communities Arts | Ken Davies | Ken.davies@nt.gov.au | | | |
| Department of Health | Catherine Stoddart | Catherine.stoddart@nt.gov.au | | | |
| Department of Infrastructure, Planning and | Andrew Kirkman | Andrew.kirkman@nt.gov.au | | | |
| Logistics | | | | | |
| NT Parliament | | | | | |
| Chief Minister | Hon. Michael Gunner | chief.minister@nt.gov.au | | | |
| Minister for Mining and Industry | Hon. Nicole Manison | minister.manison@nt.gov.au | | | |
| Minister for Jobs and Training | Hon. Paul Kirby. | minister.kirby@nt.gov.au | | | |
| Minister for Infrastructure, Planning and Logistics | Hon. Eva Lawler | minister.lawler@nt.gov.au | | | |
| & Minister for Environment | | | | | |
| Minister for Indigenous Essential Services | Hon. Chanston Paech | Chansey.Paech@nt.gov.au | | | |
| Minister for Aboriginal Affairs & Treaty and Local | Hon. Selena Uibo | minister.uibo@nt.gov.au | | | |
| Decision Making | | | | | |
| Australian Government Ministers | Australian Government Ministers | | | | |
| Minister for Indigenous Australians | Hon. Ken Wyatt | Ken.Wyatt.MP@aph.gov.au | | | |

| Member for Lingiari | Hon. Warren Snowdon | warren.snowdon.mp@aph.gov.au Ph: (08) 8983 3129 |
|---|---|---|
| Minister for the Environment | Hon. Sussan Ley | PO Box 6022 House of Representatives Parliament House Canberra ACT 2600 |
| Australian Government Departments | | |
| NIAA | Debbie Lockhart – Snr Manager Darwin Office. | debbie.lockhart@official.niaa.gov.au |
| Local Government | | |
| East Arnhem Regional Council | Dale Keehnene Councillor Elliot Barra and Councillor Gordon Walsh | umbakumba@eastarnhem.nt.gov.au |
| Groote Eylandt community | | |
| Annindilyakwa Land Council | Mark Hewitt | |
| ALC Land and Sea Rangers | C/- Mark Hewitt | |
| Anindilyakwa Advancement Aboriginal | Mark Hewitt | |
| Corporation | | |
| Community members | | Reach through community meeting and local promotion |
| GEMCO | | |
| Groote Eylandt and Bickerton Island Enterprises | Corallie Ferguson, GEBIE Group CE | 4041 2222 |
| Groote Eylandt Aboriginal Trust | Meriel Corbett-Weir | 0438 348 245 |
| Alyangula Police Station | | 08 8987 6122 |
| Aminjarrinja Enterprises | Keith Hansen | aminjarrinja@y7mail.com 08 8987 6385 |
| Alyangula Area School | | 08 8987 6366 alyangula.admin@ntschools.net |
| Umbakumba School | | 08 8987 6793 |
| | | Email: Admin.umbakumba@ntschools.net |

| Alyangula Primary Health Centre | | 08 8987 6255 <u>alyangula.clinicmgr@nt.gov.au</u> |
|---|--------------------------------------|---|
| Angurugu Women's Centre | | (08) 8987 6543 |
| Angurugu Men's Shed | Ian O'Malley | 0491 213 950 |
| Alyangula Small Business owners (Post Office) | | 0889876072 |
| Groote Eylandt Car Rentals | | 0428 218 743 |
| Interested organisations | | |
| Mineral Council of Australia (NT Branch) | Drew Wagner | info.nt@minerals.org.au |
| AFANT | David Ciaravolo | 08 8945 6455 |
| Chamber of Commerce Northern Territory | Greg Ireland | (08) 8982 8100 ceo@chambernt.com.au |
| NT Environment Centre | Shar Molloy | Shar.molloy@ecnt.org |
| Indigenous Media | | |
| NITV | | nitvonline@sbs.com.au |
| National Indigenous Times | Hanna Cross | editor@nit.com.au |
| Koori Mail | Rudi Maxwell | editor@koorimail.com |
| Groote Eylandt media | | |
| Umbakumba Radio | ALC | (08) 8987 4006 |
| Eylandt Echo | Gemco | (08) 8987 4137 eylandtecho.gemco@bhpbilliton.com |
| Social media - Facebook | ALC | https://www.facebook.com/anindilyakwa/ |
| | Groote Eylandt community noticeboard | https://www.facebook.com/GrooteEylandtCommunityNoticeBoard/ |
| Northern Territory media | | |
| NT News (business review) | Gary Shipway | gary.shipway@news.com.au 08 89449900 |
| ABC radio and TV | Chief of Staff - Andie Smith | Smith.andie@abc.net.au (08) 8943 3290 |
| Channel 9 | Kathleen Gazzola | kbruyn@nine.com.au |

| Territory Q | Sprout | Nigel Adlam | | | |
|------------------------------|-------------|------------------------------------|--|--|--|
| National media | | | | | |
| The Australian | Amos Aikman | aikmana@theaustralian.com.au | | | |
| The Financial Review | Peter Ker | newsdesk@afr.com 02 9282 2822 | | | |
| AM – ABC radio | Sabra Lane | lane.sabra@abc.net.au @sabralane | | | |
| Mining trade media | | | | | |
| Australia's Mining Monthly | | news@newsletters.miningmonthly.com | | | |
| The Australian Mining Review | Ray Chan | ray@australianminingreview.com.au | | | |

Winchelsea Mining Spokespeople

The project spokesperson should be appropriate for the audience and the subject matter. They should be briefed, prepared and where possible, trained to perform the role on behalf of the organisation. It is critical that the needs of the audience are central in deciding who the spokesperson should be and the form of supporting material selected to communicate the information.

Winchelsea Mining and the ALC are in a unique and potentially challenging situation in terms of public perception. The organisations are linked through senior management, but the ALC, a representative body of the impacted clan groups, is one of the proponent's most significant stakeholders. This doesn't mean that ALC Board members can't speak on behalf of the proponent. It is just a context to mindful of when deciding who delivers which key messages.

Primarily the key messages focus on how the Project will benefit the Anindilyakwa people, so the most compelling and transparent spokesperson would be someone who represents that community but has a solid understanding of the Project's history and proposed operations. It is also helpful to have speakers who represent different age ranges and genders. When you are speaking with people about the benefits to young men and women, it is more compelling to have spokespeople who represent those demographics and have mining experience.

Presenting as a 'tag-team' will be useful for meetings where there is a likely to be a range of questions from technical to environmental to social.

Preparation and practice will be essential to successful presentations. Prior media training is critical to good media interviews.

Potential spokespeople for meetings and interviews are:

| Audience | Spokesperson |
|---|---|
| NT Gov, Aus Gov, Local gov (both department and political arms) | Tony Wurramarrba, Mark Hewitt, Jeff Beatty and Sally Horsnell |
| Groote Eylandt based organisations and businesses | Bradley or Silas Barra, Sally Horsnell, Mark Hewitt and/or Jeff Beatty |
| Community meetings | Scotty or Tony Wurramarrba, Bradley Barra, Sally Horsnell, Mark Hewitt, Jeff Beatty |
| Media – local and national | Scotty or Tony Wurramarrba, Mark Hewitt |
| Trade media | Jeff Beatty, Scotty Wurramarrba |

Stakeholder engagement action plan:

| Stakeholder group | Engagement/Comms activity & personnel | Level of engagement | Key message focus | Communication tools/channels |
|-------------------------------|--|---------------------|--|---------------------------------|
| NT government department reps | Invite CEOs/division heads for group site tour Face to face briefing in Darwin for those not able to attend site tour | Consult | Economic, social and cultural benefits Employment benefits Link to local decision making | Powerpoint FAQ Information memo |
| NT Ministers | Offer Cabinet briefing Invite to a tailored site tour Face to face briefing in Darwin as a backup If all declined supply briefing package | Consult | Economic, social and cultural benefits Employment benefits Link to local decision making | Powerpoint FAQ Information memo |
| Australian government | Hon. Warren Snowdon, MP – face to face briefing at electorate office or onsite, depending on his availability | Inform | About the Winchelsea project Economic, social and cultural benefits Employment benefits | Powerpoint FAQ Information memo |
| | Hon. Ken Wyatt, MP – phone or zoom briefing. If no face to face contact, send briefing material | Inform | About the Winchelsea project Economic, social and cultural benefits Employment benefits | Powerpoint FAQ Information memo |

| | Hon. Sussan Ley - phone or zoom briefing. If no face to face contact, send briefing material | Inform | About the Winchelsea project Economic, social and cultural benefits Employment benefits | |
|---|---|---------|--|--|
| East Arnhem Regional Council | Face to face briefing with CEO and elected representatives | Inform | About the Winchelsea project Economic, social and cultural benefits Employment benefits Link to local decision making | Powerpoint FAQ Information memo |
| Groote Eylandt based representative orgs | Annindilyakwa Land Council Board briefing/update Seek advice on appropriate consultation to identify gaps | consult | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Powerpoint FAQ Information memo Visual information posters |
| | ALC Land and Sea Rangers ● Briefing/update to ranger group | consult | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Visual information posters |

| GEMCO | Inform/consult | About the Winchelsea | Powerpoint |
|--|----------------|--|--|
| Face to face update with local management/contacts | | project | FAQ Information memo |
| Groote Eylandt and Bickerton Island Enterprises • Face to face briefing | Inform/consult | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Powerpoint FAQ Information memo |
| Face to face briefing with directors | Inform/consult | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Powerpoint FAQ Information memo |
| Alyangula Police Station • Invite to the community meeting | inform | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Community meeting support material: PowerPoint Visual information posters FAQ |

| Aminjarrinja Enterprises Invite to the community meeting | inform | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Community meeting support material: PowerPoint Visual information posters FAQ |
|--|--------|--|--|
| Alyangula Area School Invite to the community meeting | inform | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Community meeting support material: PowerPoint Visual information posters FAQ |
| Umbakumba School Invite to the community meeting | inform | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Community meeting support material: PowerPoint Visual information posters FAQ |
| Alyangula Primary Health Centre Invite to the community meeting | inform | About the Winchelsea project Economic, social and cultural benefits | Community meeting support material: • PowerPoint |

| | | Employment benefits Business opportunities Link to local decision making | Visual information postersFAQ |
|--|---------|--|--|
| Angurugu Women's Centre Face to face meeting (morning tea) to identify any particular concerns women might have about the Project | consult | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Visual information posters |
| Angurugu Men's Shed Face to face meeting (morning tea) to identify any particular concerns women might have about the Project | consult | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Visual information posters |
| Alyangula Small Business owners (Post Office) Invite to the community meeting | inform | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Community meeting support material: PowerPoint Visual information posters FAQ |

| Groote Eylandt Car Rentals Invite to the community meeting | inform | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Community meeting support material: PowerPoint Visual information posters FAQ |
|---|----------------|--|--|
| Community meeting Opportunity for one on one briefings Inform about Project and ways to get more information and have their say through local publicity | Inform/consult | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Community radio scripts – interview with Tony or Scotty Wurramarrba Facebook – drive traffic to the website, promote community meeting, share visual information posters, advertise opportunities for briefings, video of ALC CEO and Chair communicating key messages Posters at Post Office, supermarkets Advertisement for a community meeting and advertorial about Project in Eylandt Echo |

| | | | | Website |
|------------------|---|--------|--|---|
| Interesting orgs | Face to face briefings with CEOs of: NT Minerals Council Chamber of Commerce NT AFANT NT Environment Centre | Inform | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Powerpoint FAQ |
| Media | Media releases (tailored to publication) Media interviews | Inform | About the Winchelsea project Economic, social and cultural benefits Employment benefits Business opportunities Link to local decision making | Media release Photos Interviews Info memorandum FAQ website |