



Community Engagement Plan

Acknowledgement of Country

We acknowledge the Gunaikurnai People as the Traditional Custodians of Country that encompasses the proposed Fingerboards Project area. We pay our respects to their Elders past and present and recognise their enduring connection to the land, waters, culture, and community.

Version Control and Approval

Version #	Prepared By	Reviewed	Status	Date
0.1	Ryan Leslie	Michelle Wood, CEO	Draft	4 August 2025
0.2	Ryan Leslie	Michelle Wood, CEO	Final	11 August 2025

Disclaimer

This Community Engagement has been prepared to guide GCM's engagement approach with the community and key stakeholders for its Fingerboards Project in East Gippsland.

The opinions, conclusions and any recommendations in this CEP may be based on conditions, risks, uncertainties and contingent factors encountered or third-party information reviewed but unverified at the date of its preparation. GCM expressly disclaims responsibility or obligation to update this CEP to account for events or changes occurring subsequent to the date that the report was prepared.

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Introduction

01

GCM's project is focused on the Fingerboards high-grade ore body in East Gippsland, Victoria, Australia, which has the potential to be one of the world's largest, highest-grade heavy rare earth elements critical minerals projects.

This is one of the reasons the Fingerboards Project is on the Victorian Critical Minerals Roadmap. China supplies a large portion of the world's critical minerals, which is why the Australian Government is focused on securing sovereign access to these minerals.



1.1 Overview

GCM proposes to extract up to ~156 million tonnes of ore to produce up to ~6.1 million tonnes of heavy mineral concentrate over the life of the mine.

Differentiating it from other rare earth elements projects, the Fingerboards resource contains globally significant amounts of heavy rare earth elements Dysprosium (Dy) and Terbium (Tb), other light rare earth elements Neodymium (Nd) and Praseodymium (Pr), and zircon and titanium (Ti) minerals.

If in operation today, Fingerboards would contribute 7.1% of the global supply of heavy rare earths (DyTb), according to Adamas Intelligence.

The size of the resource highlights the project's strategic importance in supply chain security for essential defence technologies such as satellites, weapons and jet engines, supporting the Australian Government's Future Made in Australia strategy and AUKUS defence alliance.

The Fingerboards Project represents a major opportunity to contribute to Australia's and Victoria's strategic goals and deliver economic benefits to regional communities such as East Gippsland.

- Fingerboards production could support upwards of 5,000 tonnes of high-performance Neodymium-Iron-Boron (NdFeB) magnet production annually in Europe, the US, South Korea and Japan. This will help put over 3 million EVs on the road annually or bring online over 10 GW of new wind power annually, enough to power more than 5 million homes.
- Approximately 85,000 tpa of zirconia, or 7% of the current global supply, would also be produced by the Fingerboards Project, supporting secure supply chains for materials used in the production of ceramics, refractory linings and hard-resistant coatings.

The Fingerboards Project is not just about the big picture importance of critical minerals. It's important locally too – contributing around \$90 million annually to the Victorian economy through expenditures on employment, fuel, goods and services required for the mine's operations. It will also create a generation of secure, skilled employment opportunities, including approximately 300 direct long-term jobs over the life of the mine, strengthening local economic resilience.

The Fingerboards Project is also expected to generate more than \$180 million in royalties for the Victoria Government over its operational life, supporting the state budget and the delivery of essential government services to the community.

By prioritising onshore processing, when in operation, Fingerboards will become a globally & locally significant, stable, ethically-sourced, long-term supplier of heavy rare earth elements for value-adding processing and advanced manufacturing in Australia and its international partners.



1.2 Purpose of this plan

This plan explains how we'll work with the community as we develop the Fingerboards Project.

Community engagement isn't just something we're required to do. It's how we'll build a better project. Local knowledge, concerns, and ideas will directly shape our technical studies, environmental assessments, and design decisions. This plan sets out how we'll make that happen.

What this plan covers:

- **Who we're talking with** – the people and groups with interests in or concerns about the project
- **How we'll share information** – about the project design, environmental studies, and approvals process
- **How you can have your say** – the many ways you can ask questions, share feedback, and raise concerns
- **How we'll respond** – our commitment to listening, adapting, and explaining our decisions
- **What happens next** – key milestones and opportunities for input as the project progresses

How this fits into the approvals process:

We're currently preparing to submit the Fingerboards Project for an Environmental Assessment (EA). This plan outlines how we'll engage with the community during that preparation phase and throughout the formal consultation period that follows.

The Victorian Government will use what we learn from this engagement — alongside independent technical studies and formal submissions — to decide whether the project should proceed, and if so, under what conditions.

We intend for this Community Engagement Plan to form a blueprint for our engagement with the community throughout the life of the project.

Our commitment:

We're committed to genuine two-way conversation. When feedback changes our approach, we'll inform the community. When we can't accommodate a request, we'll explain why. And as the project evolves, so will this plan – we'll update it to reflect what we're hearing and learning.

This plan has been developed in line with the Victorian Government's *Ministerial Guidelines for Assessment of Environmental Effects under the EE Act*, but written for community members, not regulators. Detailed regulatory requirements are detailed in the appendices.



A note from our CEO



The conditional renewal of Retention Licences RL2023 and RL2026 gave Gippsland Critical Minerals the opportunity to reset, re-design, and re-engage to create a better Fingerboards Critical Minerals Project.

We have gone back to the drawing board to rescope the project and present a better project for East Gippsland. We have done this by genuinely engaging with supporters, opponents, those who have never heard of the project before, some with deep technical and agricultural knowledge for us to learn from and some people who want to work with us, partner with us and better understand how their business, family, farm or town can benefit from the project. It has been a valuable experience.

We have taken the time to understand concerns, gather local knowledge, and test our early assumptions. This work has included reviewing submissions, refining our mine design, progressing baseline environmental studies, and working with technical specialists to address issues raised through the previous process.

We have received encouraging feedback which has been reflected in the community sentiment toward the project based on qualitative and quantitative research undertaken for GCM.

We have made fundamental design changes to the 2021 project that are articulated in the environmental assessment self-referral - which has now been submitted to Government.

This is a critical step - detailing a new project that is smaller both in size and scale, as well as how we are doing more to minimise, mitigate and manage any potential impacts. It is a project that we believe will put us on the path to approval.

As we now prepare for the next phase in our environmental approvals process, we are focused on ensuring that the studies we undertake are robust and the results shared transparently.

We know that trust must be earned through openness, consistency and respect. Our commitment is to keep sharing information, listening carefully, and ensuring that the community's perspectives are embedded into both our studies and our decision-making.

This is the next chapter in a long process, and the community's voice remains central to shaping an approvable and sustainable project that delivers enduring benefits for East Gippsland, Victoria, and Australia's critical minerals future.

Michelle Wood

Chief Executive Officer



Mining can be done better, and with the Fingerboards Project, we believe it should be.



JOB CREATION 

~300+

Direct employment
For local communities, over the operating life of the project.

REGIONAL FUNDING 

\$300m

Development investment
Project development investment with significant local economic flow-on effects.

STATE ROYALTIES 

\$180m

Lifetime contribution
Estimated royalty payments strengthening Victoria's capital foundations.



Young First Nations men from the Bairnsdale Clontarf Academy and local Gippsland Critical Minerals team members.



GCM engaging with the community at East Gippsland Field Days.



Project Overview

02

“Our priority is to develop a new Fingerboards Project that can co-exist with local industries such as agriculture and horticulture and that delivers enduring benefits to the local community.”

Michelle Wood, GCM CEO



2.1 Location

GCM's Fingerboards Critical Minerals Project is in the western border region of the East Gippsland Shire local government area. It overlays the Fernbank, Glenaladale and Walpa localities of East Gippsland in an elevated location on the plateau to the southwest of the Mitchell River valley flood plain and the Lindenow Horticultural District area.

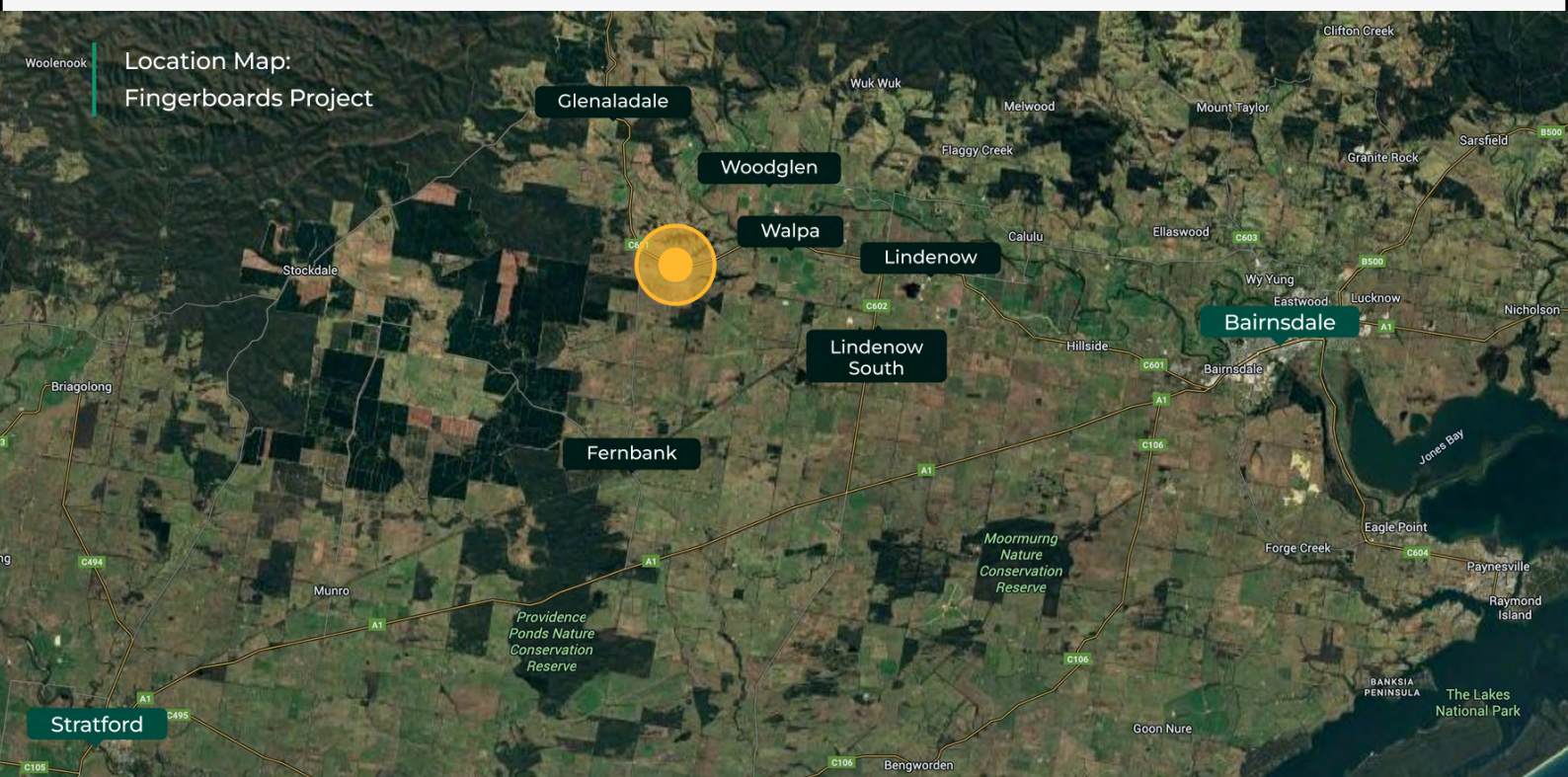
The project site is located on the traditional Country of the Gunaikurnai People. GCM acknowledges Gunaikurnai as the Traditional Owners of this land and recognises their continuing connection to Country. We are committed to working respectfully with the Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) as the Registered Aboriginal Party throughout all stages of this project.

The Fingerboards mineral sands deposit lies in a localised 2.6 million to 4 million-year-old, marine silty sand geological unit called the Coongulmerung Formation on the northern margin of the Gippsland Basin in Eastern Gippsland. It is an offshore marine placer deposit.

The heavy critical minerals and quartz grains that make up the deposit have a specific geological origin. They were derived from the weathering and erosion of 250 to 540 million-year-old Palaeozoic age sedimentary, volcanic, metamorphic and igneous rocks. These rocks lay within the Tambo and Mitchell Rivers drainage basins of the Victorian portion of the Australian Alps, abutting the younger southern Gippsland Basin.

GCM's project site is:

- on the plateau above and to the south-southwest of the Mitchell River flood plain and the Lindenow Horticultural District area
- on land currently used for sheep and cattle grazing and plantation forestry
- cleared of the majority of original native ecosystems and native vegetation, and has been heavily disturbed for historic grazing with non-native pastures and/or monoculture plantation forestry uses and activities
- cleared of the majority of trees
- overlaid across three heavily eroded gullies
- presented with some pockets and road corridors with remnant old growth and/or high-value trees



2.2 Project timeline



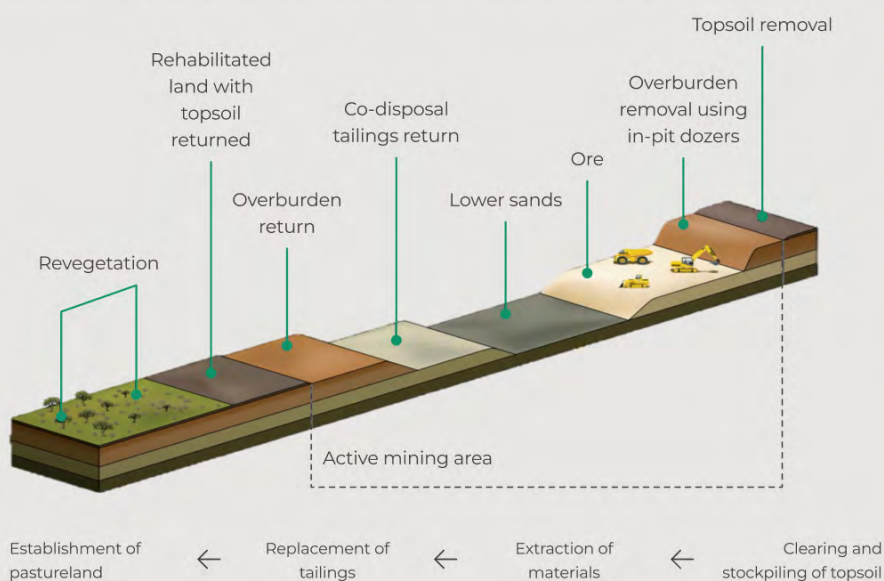
2.3 Our approach to mining

Continuous rehabilitation

Rehabilitation occurs progressively with open mining areas generally filled within 12 months. As mining advances, rehabilitated areas are returned to agricultural land or plantations. Our revised approach has been developed through ongoing conversations with local farmers, agronomists and agriculture experts. In early 2026, we will be constructing a Mining and Rehabilitation Demonstration Pit (refer to Section 2.4) to test and validate our proposed approach to rehabilitation in local conditions.

Mining in panels with continuous rehabilitation

We return unused sands to the site, backfilling and rehabilitating the land as we go



Sources: Gippsland Critical Minerals, Iluka, Atlantic Strategic Minerals



Fingerboards uses a water-based process to minimise environmental impact and enable rapid land rehabilitation

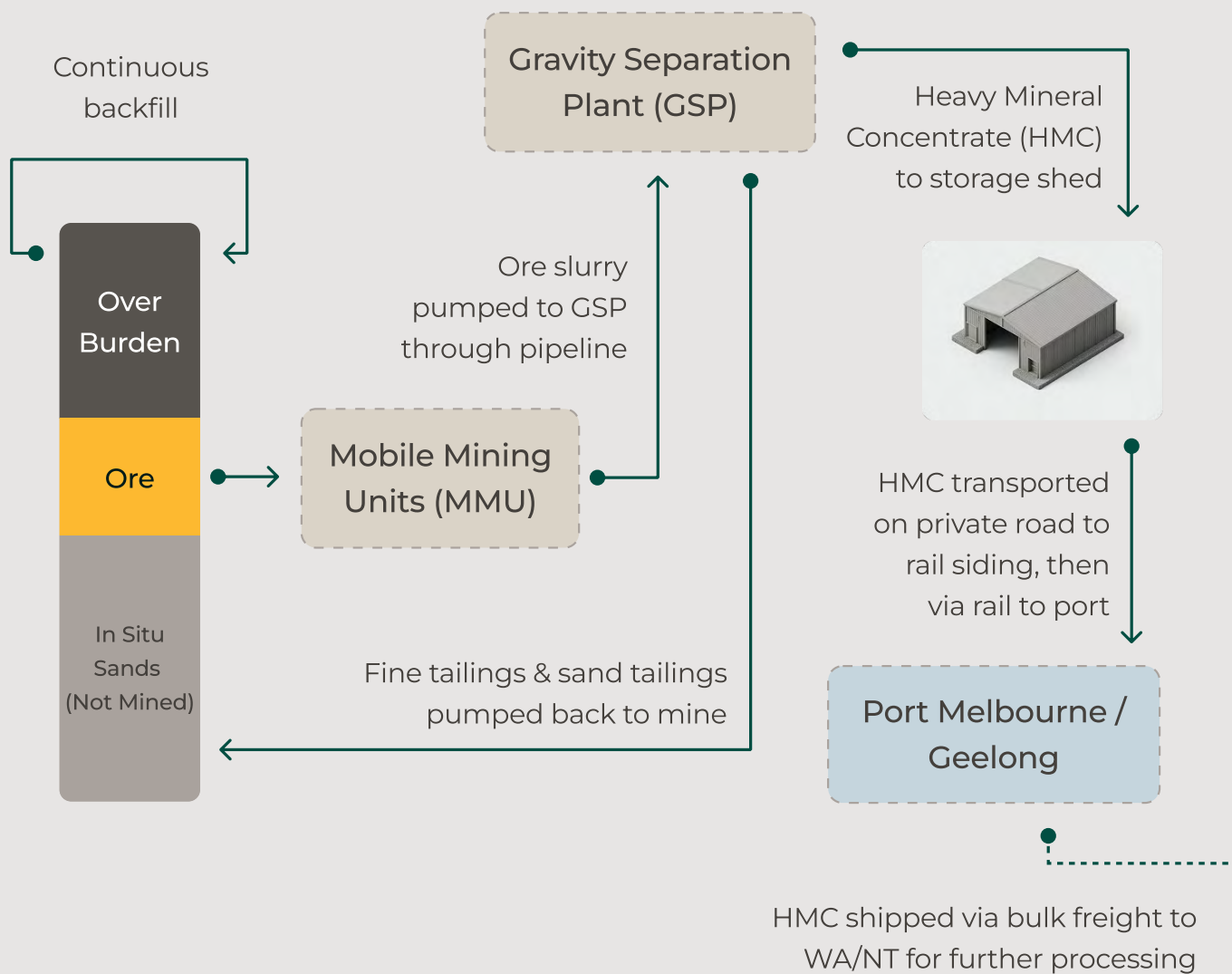
Process innovations

Once ore is extracted, our mobile plant loads it into the Mobile Mining Units, where water is added to the ore to form a slurry that's pumped to the separation plant through pipelines. This wet process significantly reduces dust. The majority of overburden is removed through the use of in-pit dozers rather than only on-surface trucks, further reducing noise and dust impacts.

Storage and transport minimising dust

The Heavy Mineral Concentrate product is stored in a covered storage shed protected from wind, further reducing dust, before being transported on a private sealed road to the rail siding.

Processing Overview



2.4 Key project changes

GCM's design changes have been introduced to reduce environmental impacts, improve community outcomes and respond to previous EES recommendations. Overall the proposed new project is smaller in scope, footprint and scale. Specific changes include:

- **A smaller project** - reducing the mining and separation plant area by 27% (346 hectares) compared to the 2021 project. GCM is also slowing the ore mining rate by 40% to reduce noise and dust which extends the mine's life from 15 to 22 years.
- **Change in mining area boundaries** - a significant reduction in the mining area to the north introduces a 1.5km buffer and increases the distance between mining and the Mitchell River. Three major gullies will be excluded from any mining.
- **New Fernbank rail siding will reduce trucks on public roads** – a proposed new location for a separation plant enables the bulk mineral product to be transported on private roads to the new rail siding, without the need to cross or access public roads. It is proposed that the freight be extended to the Fennings siding in Bairnsdale. The mineral concentrate will be freighted to Melbourne port for processing in WA or NT.
- **Less impact on roads and road verges** - 1.5km of the Bairnsdale-Dargo Road is proposed for temporary relocation compared to 7.6km in 2021 impacting the Bairnsdale-Dargo and Fernbank-Glenaladale Roads, representing an 80% reduction in road impact. This also protects the trees on the road verges. The Fingerboards Intersection will be entirely maintained.
- **New rehabilitation strategy** - progressive mining in strips with smaller open voids that are continuously backfilled to help minimise dust. The new rehabilitation strategy prioritises returning the land to pasture vegetation.
- **Innovations in mining methods and approach** - mining will be spread over two smaller mining units at any one time and GCM will use an 'in-pit dozer push' methodology to reduce noise, dust and truck traffic. New purpose-built sheds replace previously proposed open air stockpiles to reduce dust. Co-disposal and below ground tailings removes the risk of dam breaks from elevated tailings storage dams. This eliminates the need for centrifuges or to fill the Perry Gully with tailings (as proposed in 2021).
- **Revised water strategy** – new studies will create certainty over the estimated 3.0 GL/year water usage including increased allocations for dust suppression and revegetation irrigation, with water supplied from multiple sources.
- **Dam infrastructure designed for long term community benefit** - GCM is working with the community and water management agencies to create a legacy benefit of the mine beyond its life with improved dam infrastructure to support irrigation for local horticulture during drought periods.

Aerial view of the 1.5km buffer zone between mining and horticultural areas



Smaller Mining Footprint

Further environmental refinements illustrated in the new map include:

- Protection of 34 hectares of Ecological Vegetation Classes (EVCs) and 140 scattered trees within the established 1.5 km buffer to the Lindenow Valley.
- Retention of many large trees at Fingerboards Junction, along the 6.1 km of preserved roadway and within the Perry, Simpson and Lucas Creek gullies.
- Avoidance of direct impact on at least 80% of the endangered and vulnerable EVCs previously identified as being subject to loss under the 2021 design, based on comparative mapping from the EES.
- Protection of 22,800 hectares of land from mining due to the Victorian Government's Section 7 exemption classification. This applies to areas formerly covered by 8 exploration licences and has been well received by the community as a positive and responsible government initiative.

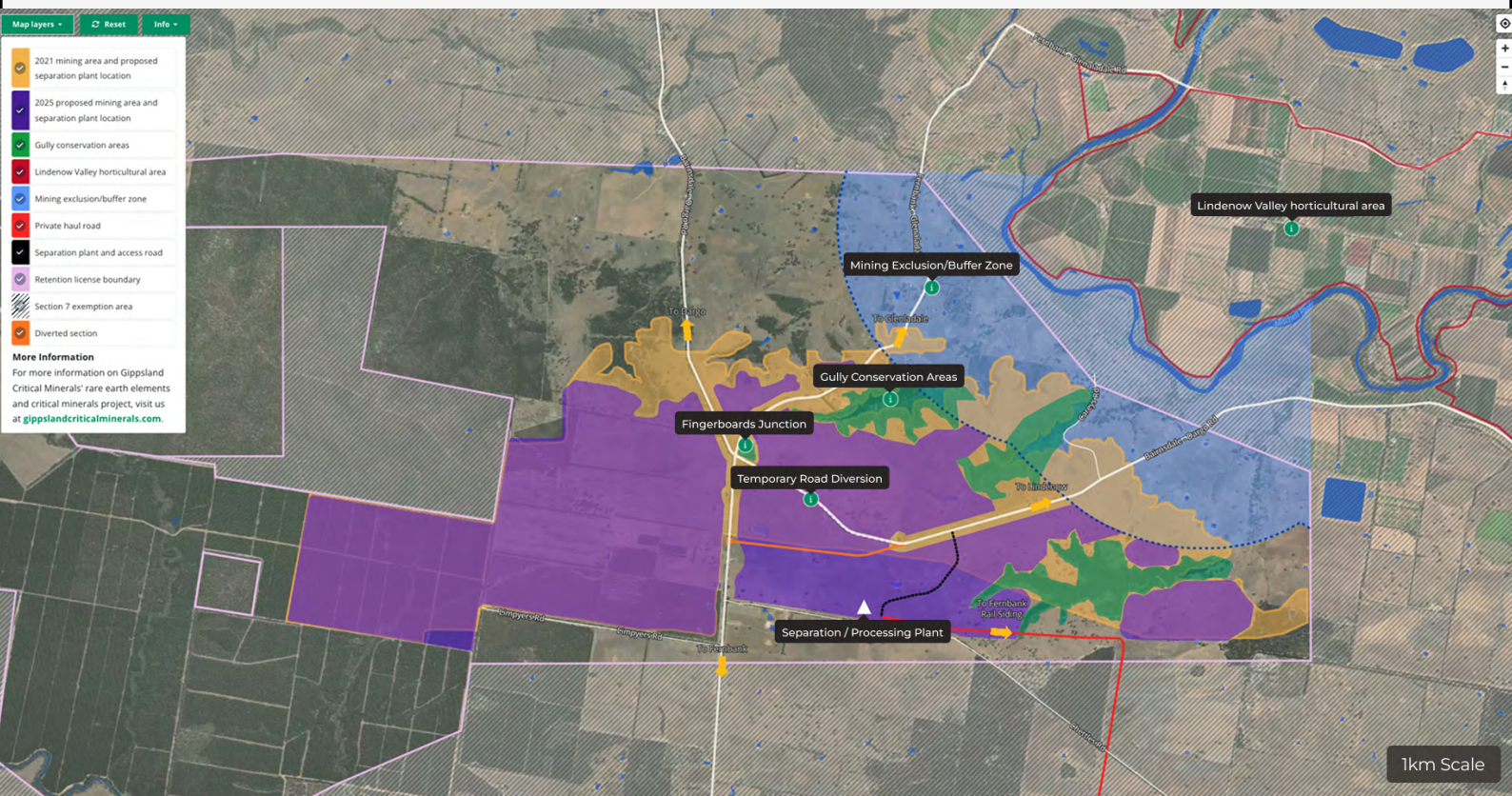
Mine Design and Post-mine Planning

The mine design and mining schedule are in final review. Collectively, they:

- Determine the size of the voids with a focus on minimising exposed mine area, reducing ex-pit overburden dumps and maximising spatial separation to limit dust and noise impacts.
- Outline which sections of the site will be mined and at what time to provide the community with greater certainty about impacts.
- Guide the material movement during operations to ensure the topography of the landscape is restored to its current state.

New Mining Area Map with Proposed Changes *

* May be subject to change as the project develops.



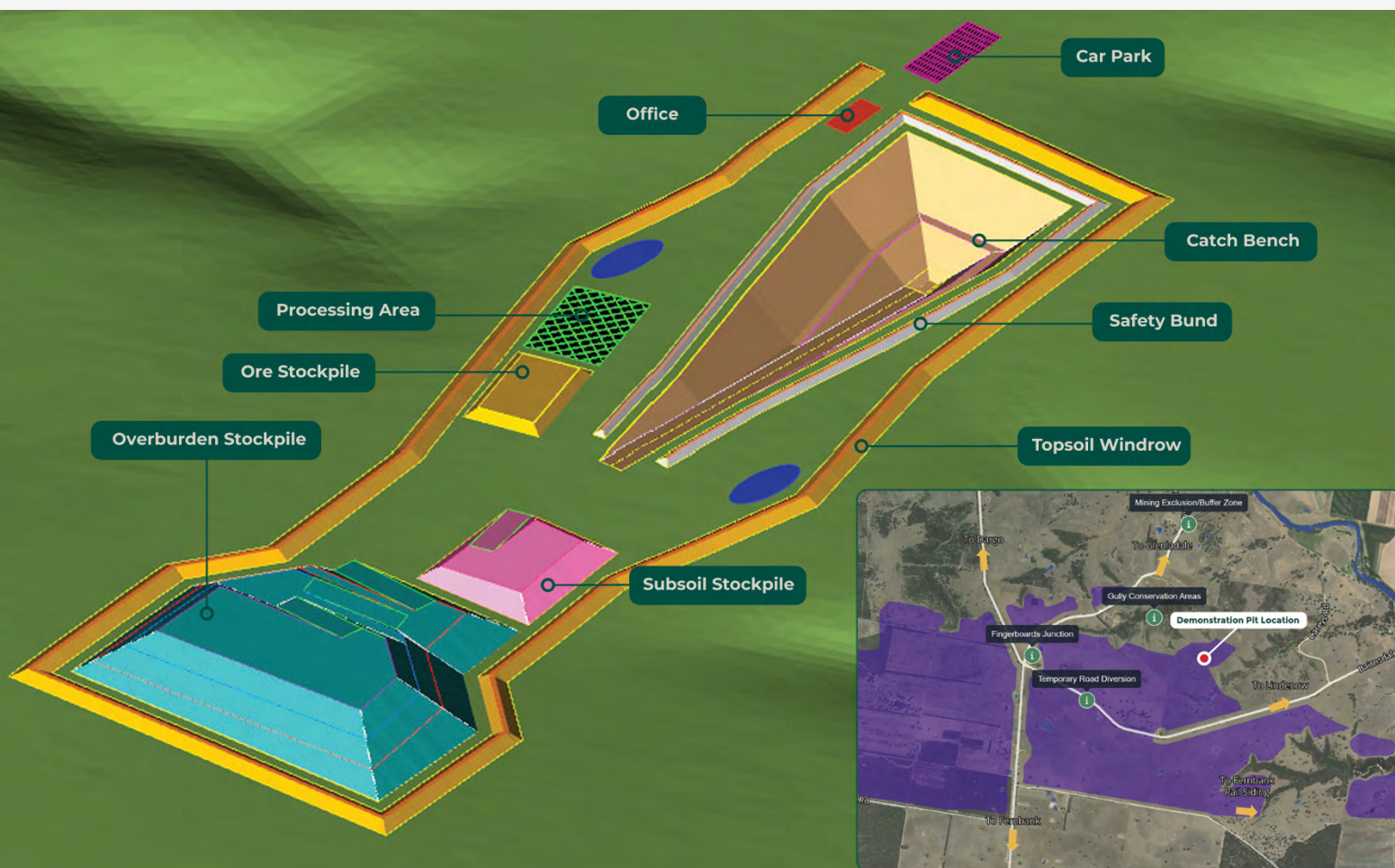
2.5 Mining & Rehabilitation Demonstration Pit

In early 2026, GCM is proposing to construct a Mining and Rehabilitation Demonstration Pit (Demonstration Pit). This trial will put our mining methods into practice - from dust and water management through to backfilling and rehabilitation.

The Demonstration Pit will test technical and environmental approaches enabling us to measure and share on-site results before full-scale mining begins. We're undertaking this Demonstration Pit as part of our commitment to best practice design and transparency of our operations. Excavation and backfilling will take around three months. Revegetation of the backfilled pit will then begin, with monitoring ongoing. This will track vegetation growth, soil health and land stability to test and demonstrate that the land can be returned to productive agricultural use.

The Demonstration Pit program is not a pass or fail test. It is a scientific study with detailed data collected across many areas. We are collaborating with experts who have experience in Latrobe Valley mine rehabilitation, as well as local soils and conditions. Their expertise, together with our technical and environmental team, will ensure the results are robust and guide rehabilitation and mining practices for the life of the project. Construction works on the Demonstration Pit are pending approval from the Victorian Government and are expected to commence in January 2026.

Demonstration Pit – 3D Model & Location



Who We're Engaging With

03



Understanding East Gippsland

The Fingerboards Project is located in East Gippsland Shire, one of Victoria's largest and most diverse regional areas. The project site overlays the Fernbank, Glenaladale and Walpa localities of East Gippsland in rural communities with deep agricultural roots and strong connections to the land.

Our community context:

Population: East Gippsland Shire is home to approximately 49,000 people, with the majority living in Bairnsdale (the regional centre) and surrounding towns. The project area itself is sparsely populated, with most nearby residents living on farming properties or in small rural settlements.

Economy: Agriculture is the backbone of the local economy, particularly intensive horticulture in the Lindenow Valley, which produces vegetables for markets across Victoria and Australia. Beef and dairy farming, forestry, and tourism also provide significant employment. Like many regional areas, East Gippsland faces economic challenges including population decline, aging demographics, and limited employment diversity.

First Nations connection: The Gunaikurnai people are the Traditional Custodians of this Country, with a living connection to the land spanning tens of thousands of years. The Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) represents Gunaikurnai interests and holds native title over much of the region, including parts of the project area.

Community values: East Gippslanders value their natural environment, agricultural heritage, and tight-knit communities. There is strong community pride in local food production, natural landscapes, the Mitchell River, and the region's independence and resilience. There is also understandable caution about large-scale development and its potential impacts on existing industries and ways of life.

Why this matters for engagement:

Understanding this context shapes how we engage. We recognise that:

- Trust must be earned through transparency and genuine two-way dialogue
- Local agricultural knowledge and experience is invaluable to our planning, operation, and legacy outcomes
- Traditional Owners' cultural connection to Country must be respected and protected
- Regional communities have experienced industry disruption and downturn
- Many residents have deep generational connections to this place and its future matters profoundly

Our engagement approach has been designed with this context in mind, prioritising face-to-face conversation, accessible local venues, and sustained presence in the region.



3.1 Stakeholders

The Fingerboards Project will engage with a diverse range of individuals, groups, and organisations - each with different interests, concerns, and levels of impact from the project.

We've identified stakeholders groups across several categories:

- **Directly Impacted:**

- First Nations (Gunaikurnai people via GLaWAC)
- Landowners and near neighbours
- Agricultural and horticultural industry groups

- **Community and local interests:**

- Local residents
- Community Reference Group
- Community advocacy groups
- Community interest groups
- Not-for-profits (NFPs)
- Sports & recreational clubs
- General public
- Environmental and landcare groups

- **Industry and business:**

- Business & industry groups
- Local businesses & tourism operators
- Mining & resources sector
- Forestry & timber industry
- Transport, infrastructure & waste operators
- Water, energy & communications providers
- Unions

- **Government and regulatory:**

- Local councils (East Gippsland Shire, Wellington Shire)
- Elected representatives (Federal, State, and Local)
- Government departments & regulatory authorities (Federal & State)
- Emergency services

- **Education, training & research organisations**

- **Media**

Note: The classification of stakeholder groups is an iterative process that may evolve over time as engagement progresses and feedback is received. As such, related or referenced documents prepared at earlier dates may reflect different groupings, which does not alter the overall stakeholder coverage.

A detailed stakeholder analysis, including impact assessment and engagement strategies for each group, is provided in [Appendix A: Stakeholder Group Analysis & Engagement Approach](#).

In the sections that follow, we focus on three stakeholder groups that have been identified as being most directly affected or influential to the project's success in terms of social licence, benefit-sharing, and legacy outcomes.

They contribute practical, place-based knowledge about local environmental conditions, land and water use, infrastructure requirements, cultural significance, social dynamics and community values.



3.2 First Nations

The Gunaikurnai people are the Traditional Custodians of the land and waterways on which the Fingerboards Project is proposed.

The Gunaikurnai people have lived on and cared for this Country for tens of thousands of years. Their connection to the land, waters, and cultural sites within and surrounding the project area is deep, ongoing, and protected by law.

Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC) is the Registered Aboriginal Party (RAP) for this area and represents the interests of Gunaikurnai Traditional Owners. GLaWAC is responsible for evaluating and approving Cultural Heritage Management Plans (CHMPs) under the Aboriginal Heritage Act 2006.

We recognise that:

- Gunaikurnai people have rights, interests, and responsibilities that must be respected
- Cultural heritage — both tangible sites and intangible cultural values — must be protected
- Free, Prior and Informed Consent (FPIC) is the foundation of ethical engagement
- Traditional Owners possess irreplaceable knowledge about Country that can inform better project design
- Economic opportunities and benefits should flow to Gunaikurnai communities

Stakeholder Group	Insights & Analysis	Our Engagement
First Nations – GLaWAC Registered Aboriginal Party and representative of Traditional Owners.	Interests/Concerns Interests: cultural heritage protection, connection to Country, benefit sharing, partnerships, transparency in design, and Indigenous rights. Concerns: cultural impacts, environmental impacts and sustainability, water security. Influence/Impact Very high influence with statutory authority under the Aboriginal Heritage Act and key partner for cultural heritage management, benefit sharing, and long-term agreements.	Level Involve – Empower Methods Cultural Heritage Management Plans, direct meetings, expert panels, focus groups, key stakeholder interviews, site tours, shared projects, workshops. Approach Partner respectfully in line with self-determination. Co-develop cultural heritage plans, benefit-sharing frameworks, and land return initiatives. Provide timely design and environmental information. Ensure engagement aligns with legislative frameworks and empowers Traditional Owner governance.
First Nations – Aboriginal NFPs / NGOs Aboriginal-led organisations providing health, education, and social services across East Gippsland.	Interests/Concerns Interests: partnerships, benefit sharing, economic development, cultural heritage, Indigenous rights, health, education, and transparency. Concerns: cultural impacts and environmental sustainability. Influence/Impact Medium influence, with strong community connections and ability to shape social and cultural outcomes, guided by GLaWAC leadership.	Level Inform – Consult Methods Community events, direct communications, direct meetings, information sessions/forums. Approach Engage respectfully with Aboriginal organisations, taking guidance from GLaWAC. Offer partnership opportunities in education, health, and community programs. Provide transparent updates and support aligned initiatives that strengthen community wellbeing and Indigenous empowerment.



3.3 Landholders & near neighbours

The people who live and work closest to the project area experience the greatest impact and opportunity — and their voices count.

Landholders and near neighbours include property owners within and adjacent to the project area, as well as residents and farmers within approximately 5 kilometres of the proposed mining footprint. These stakeholders will experience the most direct impacts from the project — both positive and negative. They're also the people with the deepest knowledge of local conditions, land use, water systems, and seasonal patterns that will inform our planning.

Stakeholder Group	Insights & Analysis	Our Engagement
Landholders & Near Neighbours (Directly Impacted – Project Area) Landowners whose properties are within the mine footprint or required for project infrastructure.	Interests/Concerns Interests: financial security, compensation, land access, and transparency of project design. Concerns: amenity, liveability, livelihoods, property values, farming impacts, and long-term land management. Influence/Impact Very high influence as directly affected parties with legal rights and strong ability to support or oppose project approvals.	Level Consult – Collaborate Methods Agreements (compensation, good neighbour, land access, options), Community Reference Group, direct mail, direct meetings, negotiation and mediation, newsletters. Approach Engage with care, confidentiality, and respect. Prioritise one-on-one meetings and transparent negotiations. Provide clear outline of entitlements, fund independent advice, and respond promptly to concerns. Share monitoring results and design updates early to support trust and informed decision-making.
Landholders & Near Neighbours (0–2 km) Property owners and residents located within 0–2 km of the project area.	Interests/Concerns Interests: transparent engagement, fair compensation, neighbour agreements/benefit-sharing, land access clarity, protection of amenity. Concerns: dust, noise, vibration, water impacts, property values, farming disruption, long-term liveability, loss of trust from past engagement. Influence/Impact Very high influence as directly impacted neighbours whose amenity and property interests may be affected by operations.	Level Consult – Collaborate Methods Agreements (compensation, good neighbour, land access, options), briefings, Community Reference Group, direct meetings, local media, negotiation Approach Engage respectfully and confidentially through one-on-one meetings, clear entitlements, and prompt responses. Share monitoring results early, offer scaled neighbour agreements, and emphasise shared benefits to foster trust, reduce opposition, and support informed, long-term relationships.
Landholders & Near Neighbours (2–5 km) Property owners and residents located within 2–5 km of the project area.	Interests/Concerns Interests: transparent information, neighbour agreement opportunities, protection of amenity, local development benefits. Concerns: dust, noise, traffic, water use, property value impacts, and cumulative farming disruptions. Influence/Impact Medium–high influence as close neighbours, while not always directly impacted, they can strongly shape local sentiment and opposition.	Level Inform – Consult Methods Agreements (compensation, good neighbour, land access, options), briefings, Community Reference Group, direct meetings, local media, negotiation and mediation, newsletters, local media. Approach Provide clear, proactive communication potential impacts/ disruptions. Share results of noise/dust modelling and traffic studies openly. Frame engagement around shared benefits (community programs, regional investment) while addressing amenity concerns with transparency and empathy.



3.4 Agricultural & horticultural industry groups

The agricultural and horticultural sector has a strong stake in the project because farming, food production and land stewardship are central to the identity and economy of the region.

Local producers are focused on maintaining soil health, water reliability, product quality, and the long-term viability of farming enterprises.

We understand these priorities. That's why our approach includes continuous rehabilitation and returning land to productive use as quickly as possible. Combined with farmland leasing, young farmer support, and careful planning for water and infrastructure, this creates real opportunities to work side-by-side with the farming community.

We're collaborating on soil trials, pasture establishment methods, and post-mining land use planning. This work has the potential to strengthen local farming resilience and demonstrate that agriculture, horticulture and responsible mining can coexist. Our aim is to deliver lasting benefits to the region.

Stakeholder Group	Insights & Analysis	Our Engagement
Agricultural & Horticultural Industry Group Local farming and horticultural enterprises and representative bodies with significant land use, water, and regional supply chain interests.	Interests/Concerns Interests: economic development, diversification of income, local procurement, infrastructure, and regional development. Concerns: land use and compensation, environmental impacts, land rehabilitation, food production, and tourism. Influence/Impact High influence as major regional employers and land managers whose operations may be directly affected by land access, water use, and regional perceptions of agricultural quality.	Level Consult – Collaborate Methods Community Reference Group, direct meetings, expert panels, focus groups, information sessions/forums, key stakeholder interviews, webinars, workshops. Approach Engage directly through one-on-one meetings, industry forums, and CRG participation to address land and water concerns. Share monitoring results and technical updates early and transparently. Support coexistence through leasing, agistment, and collaborative innovation initiatives.



What We've Heard So Far

04



4.1 Engagement activities to date

Since receiving our retention license extension in October 2024, we've been focused on actively engaging with and listening to the people who know East Gippsland best.

Over the past year, we've engaged with hundreds of community members, stakeholders, Traditional Owners, and organisation's through:

- **16-member Community Reference Group** with bi-monthly meetings (March, June, August, October 2025)
- **2,000+ direct interactions** via meetings, phone calls, emails, site visits, and drop-in sessions
- **280+ attendees** at public forums, webinars, industry briefings, and community events
- **20,000+ households** reached through mailbox drops, newsletters, and flyers
- **774 near-neighbour households** (within 5km) contacted directly with project updates
- **House calls** to properties within 2km of the project area to answer questions face-to-face
- **Analysis of 900+ submissions** from the 2021 EES process to understand historical concerns



EARLY ENGAGEMENT



2,000+

Interactions with community members, stakeholders, Traditional Owners, and organisations between Oct 2024 – Oct 2025.



Diverse representatives in our CRG

The CRG serves as a vital link between the project team and the local community. Its purpose is to foster transparent, inclusive, meaningful and constructive engagement.

To us, all feedback
is an opportunity to
learn and improve
what we're doing.



Establishment of the Community Reference Group (CRG)

A diverse 16-member advisory group including local farmers, business owners, council representatives, and community members. The CRG provides feedback to guide project decisions and ensures community perspectives are heard throughout the process.

The group meets every two to three months to:

- Review and discuss project updates and design changes
- Provide local insights and expertise on key issues
- Ensure community concerns are captured and addressed
- Co-develop community benefit initiatives

Stakeholder Meetings

One-on-one engagement with directly impacted stakeholders, focused on:

- First Nations communities
- Landholders and near neighbours
- Agricultural and horticultural industry groups
- Local residents and communities of interest
- Local, state and federal government agencies
- Environmental and water authorities

These meetings help us listen to concerns, share information about project changes, and understand local priorities.

Benefit Sharing Plan Development

We're developing a Benefit Sharing Plan focused on four key themes:

1. Protecting cultural heritage and empowering First Nations communities
2. Supporting local employment, procurement and workforce capability
3. Investing in local infrastructure and creating legacy assets
4. Supporting community vibrancy and liveability

The plan is being co-designed with the Community Reference Group, community members, and partners through a series of collaborative workshops.

Public Communications

Regular updates to keep the community informed:

- Bi-monthly newsletters distributed via email and Australia Post to households across East Gippsland and Wellington Shire
- Newspaper advertisements and editorial features in local newspapers
- Social media updates on Facebook and LinkedIn
- Flyers and fact sheets providing accessible information on project progress and design changes
- Website resources including project information, FAQs, and interactive chatbot

Public Forums & Events

Information and consultation sessions providing opportunities for community members to:

- Access information about project updates and design changes
- Ask questions directly to project staff and technical experts
- Share feedback that informs project design and community benefits
- Learn about upcoming engagement opportunities

Formats include drop-in sessions, webinars, industry briefings, and community events aligned with local activities.

Local Resident Outreach

- Targeted mailbox drop to 774 households within 5km of the project area
- Letters outlined project design changes, upcoming environmental studies, and ways to engage directly with GCM
- Follow-up house calls to landholders and households within 2km to answer questions and gather feedback
- Broader Regional Reach: 20,000 homes received information about project updates through Australia Post distribution

This direct outreach ensures residents — including those who may not attend public meetings or have internet access — can stay informed and participate.



Physical & Virtual Office

Bairnsdale Office 50 Forge Creek Road, Bairnsdale

- Provides a consistent, approachable point of contact where community members can engage directly with project staff
- Demonstrates GCM's commitment to transparency, accessibility, and long-term involvement in the region

Virtual Showroom Available via GCM's website

- On-demand access to project information, visualisations, and FAQs
- Enables broader participation for those unable to attend in person
- Reduces barriers to engagement and supports inclusive community input

Socioeconomic Research & Workforce Planning

GCM is undertaking research to better understand local community needs and maximise benefits:

- Socioeconomic study to profile the existing social and economic landscape of East Gippsland and assess how the project might influence employment, housing, services, and community wellbeing
- First Nations consultation to understand priorities and ensure inclusive outcomes
- Workforce development planning with TAFE Gippsland to align training and education with project workforce needs, maximising local job creation and training opportunities

4.2 Key issues & concerns

We've heard a wide range of views — from strong support to deep skepticism. Some people see the project as an economic opportunity; others see it as a threat to the region they love. Both perspectives are valid, and both have influenced our approach.

Here are the key concerns we've heard, organised by theme:

Issue	Description
Environmental	
Air Quality	Issues and risks associated with dust emissions, including the potential for impacts on surrounding agriculture and human health.
Contamination	Issues associated with the potential emission and impacts of contaminants from the mining operations.
Flora & Fauna	Issues associated with loss of vegetation, and potential impacts on rare and threatened flora and fauna species.
Rehabilitation	Issues associated with the return of the land to agricultural use and the potential risks of rehabilitation not being completed or carried out to acceptable standards.
Water Quality	Issues associated with the potential for impacts on receiving water bodies, including the Mitchell and Perry Rivers, Gippsland Lakes and underground water.



Issue	Description
Public Amenity and Health	
Dust	The potential impact of dust emissions on the amenity and health of residents.
Noise and Vibration	Issues associated with the emission of noise or vibration from the project site (including vehicle noise associated with transport of mined products) and the potential impacts on local residents.
Radiation	The potential for health risks for local residents and mine workers associated with radiation.
Traffic	Impacts of heavy vehicles on road safety and the condition of road infrastructure.
Visual Amenity	Potential visual landscape impacts of the project.
Land Use and Land Ownership	
Land Ownership	Issues relating to land access and operations impacting farming land.
Land Use	Issues associated with changes in land use (agriculture to mining).
Infrastructure	Includes issues relating to water supply, power supply, roads, transport, fire, ancillary mine infrastructure.
Traffic	Impacts of heavy vehicles on road safety and the condition of road infrastructure.
Social, Cultural and Community Issues	
Engagement and Communications	Access to information, transparency, two-way communication and responsiveness.
Indigenous	Management of land, cultural awareness, artefacts and opportunities for Indigenous people.
Social	Issues associated with social and personal impacts, community cohesion, community services and lifestyle.
Economic/Regional Development	
Agriculture and Horticulture	Issues associated with potential impacts on existing and future agricultural and horticultural operations.
Employment	Issues including local employment and the availability of workers.
Regional Development	Issues associate with the development and growth of the East Gippsland economy.
Regional Image	Issues associated with the perception of the region, tourism and the region's natural image.
Water Supply	Issues associated with competition for water supply between mining and agriculture.
Statutory	
Enforcement	Issues associated with oversight and enforcement of conditions.
Regulations	Includes issues relating to project approvals, monitoring and reporting.



4.3 How feedback has shaped the project

Design changes driven by feedback

Key issues & concerns	How we responded
Dust impacts on horticulture and high-value crops	Established a 1.5km buffer zone between any mining activity and the Lindenow Valley horticultural area — significantly reducing dust and noise impacts on high-value crops.
Protection of environmentally sensitive gullies	Excluded the Perry, Simpson, and Lucas Creek gullies from mining entirely.
Uncertainty about rehabilitation effectiveness	Committed to building a Mining and Rehabilitation Demonstration Pit (early 2026) to test and validate our approach in local conditions, with results shared publicly.
Scale and pace of mining operations	Reduced the mining rate by 40% , extended mine life from 15 to 22 years, and reduced the total mining footprint by 27% (346 hectares).
Public road impacts and safety concerns	Redesigned logistics to use private roads for concentrate transport to a new Fernbank rail siding, avoiding public road impacts. Reduced road relocations by 80% .
Dust from mineral storage	Replaced open-air stockpiles with a purpose-built covered storage shed to contain heavy mineral concentrate and minimise dust.
Tailings dam safety risks	Adopted co-disposal and below-ground tailings management , eliminating the need for elevated dams and reducing the risk of dam failure.
Water availability and sources	Developing a comprehensive water strategy with multiple sources (groundwater, surface water, winter-fill from Mitchell River) and committed to creating long-term community water security through improved dam infrastructure.
Preservation of local heritage and landmarks	Preserved the Fingerboards Intersection and reduced road relocations from 7.6km to 1.5km, protecting roadside trees and local heritage.

Engagement approach changes driven by feedback

Key issues & concerns	How we responded
Trust and inclusivity in engagement	Invited representatives of an opposing community interest group to join the Community Reference Group, ensuring critical voices have a seat at the table.
Reaching diverse community voices	Conducted house calls to near neighbours (within 2km), mailbox drops to 774 households, and 20,000 flyers region-wide to reach people who might not attend public meetings.



Key issues & concerns	How we responded
Need for tangible site understanding	Hosted site tours for CRG members, farmers, and industry representatives to see the project area firsthand and ask questions on Country.
Accessibility of technical information	Committed to fact sheets, visual aids, and plain-language summaries of technical studies, and established a virtual showroom where people can explore the project at their own pace.
Clarity on contact and feedback channels	Opened a physical office in Bairnsdale (50 Forge Creek Road), staffed with local team members, and provided multiple contact channels (phone, email, in-person).

Community benefit initiatives driven by feedback

Key issues & concerns	How we responded
Land affordability for young farmers	Launched the Young Farmer Program — 526 hectares leased to emerging farmers at up to 20% below market rates. In total, 1,470 hectares leased to local farmers.
Local employment opportunities	Committed to prioritising local employment and partnering with local/regional education and training institutions to map training pathways and align education and training with project workforce needs.
Long-term regional infrastructure benefits	Established the East Gippsland Rail Freight Taskforce with Regional Development Victoria to unlock broader freight opportunities for local businesses beyond the life of the mine.
Demonstration of benefit-sharing commitment	Developed an early-stage Benefit Sharing Plan (draft available in Appendix B: Early Benefit Sharing Plan) and committed to co-designing the final model with the CRG and community stakeholders.



Our Engagement Approach

05



5.1 Objectives & principles

Engagement Objectives

The objectives of this plan are to:

- Provide a summary of prior community and stakeholder engagement.
- Outline the purpose, objectives and principles that are guiding GCM's engagement approach.
- Outline the communities and key stakeholder groups with potential impacts, interests and influence.
- Describe how community and stakeholder feedback influences changes to the project.
- Set out the future engagement approach, methods, activities and timelines and how they have been purpose-designed and targeted to meet the expectations of different communities' interests.

GCM takes seriously its responsibility to communicate in a timely and transparent manner and to be responsive to our local stakeholders and communities.

The aim of this plan will be to utilise a full suite of channels aligning with the IAP2 Public Participation Spectrum to keep communities and stakeholders informed, engaged, consulted and involved, and to address concerns and respond to issues.

Our Engagement Principles

The following key principles underpin and guide our stakeholder engagement:

Transparency

We commit to the transparency of all information about the project to the extent that it maintains the confidentiality of parties. This includes processes to record and disseminate information on how community feedback contributes to GCM's decision-making.

Integrity and Trust

We will undertake all engagement activities in a manner that fosters mutual respect and builds trust and confidence by exploring communities' values and interests and finding common understanding.

Inclusivity and Accessibility

We commit to facilitating the involvement of individuals, groups and organisations that represent a diversity of views and interests. We will provide access and opportunities for those in hard-to-reach locations with the use of technology where possible and tailor communications and approaches to special needs groups.

Real Change and Responsiveness

We will respond to communities' concerns in a timely, open and effective manner, and undertake open and meaningful two-way dialogue with processes established to allow this to occur.



5.2 Relevant standards & best practices

Previous versions of the Fingerboards Project focused on telling the community what was planned. We're taking a different approach — working with you to shape the project before major decisions are locked in.

We're following the International Association for Public Participation (IAP2) framework — a global standard for meaningful engagement. This means moving beyond just providing information, to genuinely consulting and involving the community in shaping project design.

What this looks like in practice

Through these IAP2-aligned practices we're implementing the commitments outlined in our engagement principles.

We identify and reach stakeholders proactively

Rather than waiting for people to find us, we're actively mapping and reaching out to those whose lives, land, or livelihoods might be affected. This includes targeted outreach to landholders, neighbours, industry groups, First Nations communities, local government, and environmental authorities – using multiple contact methods to ensure we connect.

We make engagement accessible and convenient

Multiple entry points for engagement: physical office, virtual showroom, house calls, drop-in sessions, webinars, phone, email, community events. Whatever works for you. No one should miss out because of location, technology access, or mobility constraints.

We engage early, while design is still evolving

You're seeing draft concepts and work-in-progress, not polished final plans presented as a done deal. We're sharing our thinking while it's still forming, so your feedback can genuinely influence decisions. This includes sharing technical studies in plain language, not just technical reports.

We provide multiple ways to have your say

Community Reference Group meetings, public forums, one-on-one conversations, site visits, webinars, written submissions — multiple ways to ask questions, raise concerns, and provide feedback. Every question gets a response. Every concern gets considered.

We close the loop

When community input changes the project, we'll tell you. When it doesn't, we'll explain why. You'll see the direct line from "the community raised this" to "here's what we did about it" through published CRG minutes, updated fact sheets, and regular reporting.

We document and learn

We've analysed feedback from the 2021 EES process to understand historical concerns. We're tracking current feedback systematically. We're documenting how consultation has shaped project design. This creates accountability and shows our commitment to genuine two-way dialogue.



5.3 Engagement methods

The table below outlines the specific engagement activities we'll use across different levels of participation. These methods align with the IAP2 spectrum and are designed to match the level of influence stakeholders can have at different stages of the project.

	INFORM	CONSULT	INVOLVE
Engagement Level Overview	This requires GCM to serve as an honest broker of information, providing clear, accurate information to help stakeholders understand the project and decision-making process, enabling them to form their own informed views.	The Consult level of stakeholder participation is the basic minimum opportunity for stakeholders to have input on a decision. GCM asks stakeholders for their opinions and considers these in its decision. These inputs are typically asked at set points in the process and do not provide an ongoing opportunity for input.	At the Involve level, the stakeholder is invited into the process, usually from the beginning, and is provided with multiple, if not ongoing, opportunities for input as decision-making progresses. GCM is still the decision-maker, and there is no expectation of building consensus.
Our Goal	To provide you with balanced and objective information to assist you in understanding the problem, alternatives, opportunities and/or solutions.	To obtain your feedback on analysis, alternatives and/or decisions.	To work directly with you throughout the process to ensure that your concerns and aspirations are consistently understood and considered.
Our Promise	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how your 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 on how your input influenced the decision.
Engagement Method (Typical)	• Advertisements • Briefings • Community events • Direct communications • Direct mail • Displays and exhibits • Frequently Asked Questions • Information sheets • Media releases • Newsletters • Printed information • Site tours • Social media • Speaking engagements • Sponsorship • Technical reports & discussion papers • Website	• Conferences & events • Drop-in sessions • Grievance & feedback forms • Information sessions/forums • Key stakeholder interviews • Networking • Surveys • Webinars	• Community Reference Group (CRG) • Direct meetings • Expert panels • Focus groups • Workshops



	COLLABORATE	EMPOWER
Engagement Level Overview	At the Collaborate level, the stakeholder is directly engaged in decision-making, which often includes the attempt to find consensus solutions; however, GCM is still the ultimate decision-maker. The degree to which consensus will be sought and how much decision authority GCM is willing to share must be made explicit.	At the Empower level, decision-making is placed in the hands of the stakeholder, which may be GCM, government departments, authorities or legislators, and in some instances members of the public.
Our Goal	To partner with you in key aspects of the decision-making, including the development of alternatives and the identification of the preferred solution.	To place the final decision-making in your hands.
Our Promise	We will look to you for advice and innovation in formulating solutions, and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Engagement Method (Typical)	• Advisory panels • Cultural Heritage Management Plans (CHMP) • Negotiation & mediation • Shared projects	• Agreements – Compensation, Good Neighbour, Land Access, Options • Planning approvals & permits (Authorities)

The methods outlined above aren't a checklist to tick off, they're the foundation of an ongoing relationship with the community. If this project proceeds, GCM will be operating in East Gippsland for over 20 years. That's long enough to see children grow up, businesses change hands, and communities evolve. We can't build that kind of long-term presence on limited consultation. It requires genuine partnership, consistent communication, and earning social licence every single day.



The following is a list of methods that will be employed to communicate & receive feedback with the community during various phases of the project.

	Engagement Phase			
	PHASE 1 SCOPING THE PROJECT	PHASE 2 SHARING CONCEPTS & SEEKING FEEDBACK	PHASE 3 TECHNICAL & ENVIRONMENTAL STUDIES	PHASE 4 APPROVAL PROCESS
Engagement Method	1-ON-1 MEETINGS WITH KEY SIGNIFICANT STAKEHOLDERS	✓	✓	✓
	ADVERTISEMENTS & NOTICES	✓	✓	✓
	BRIEFINGS & PRESENTATIONS	✓	✓	✓
	COMMUNITY REFERENCE GROUP MEETINGS	✓	✓	✓
	DROP-IN SESSIONS	✓	✓	✓
	EMAILS & PHONE CALLS	✓	✓	✓
	FEEDBACK FORMS	✓	✓	✓
	INFORMATION (SHEETS, FLYERS, MAPS)	✓	✓	✓
	LOCAL BAIRNSDALE OFFICE - OPEN HOUSE		✓	✓
	LOCAL EVENTS & FESTIVALS	✓	✓	
	LOCAL MEDIA	✓	✓	✓
	PROJECT UPDATES / NEWSLETTERS	✓	✓	✓
	SITE TOURS	✓	✓	
	SOCIAL MEDIA POSTS	✓	✓	✓
	SURVEYS	✓	✓	
	TECHNICAL REPORTS & DISCUSSION PAPERS		✓	
	VIRTUAL SHOWROOM UPDATES		✓	✓
	WEBINARS	✓	✓	✓
	WEBSITE & CHATBOT UPDATES	✓	✓	✓

5.4 Engagement purpose & activities per phase

Phase	Engagement Purpose	Engagement Activities *
Phase One Scoping the Project	Build awareness, hear concerns early, set expectations, and be open and transparent.	• Map and segment stakeholders into a detailed register. • Engage early with Traditional Owners, landholders, farmers, councils, and regulators. • Establish and convene a Community Reference Group. • Host small information sessions, one-to-one briefings, forums, and drop-in displays to share project scope. • Publish newsletters, media releases, fact sheets, and social media updates. • Capture baseline values and concerns through surveys, listening sessions, and early workshops.
Phase Two Sharing Concepts & Seeking Feedback	Test early designs, gather community ideas, explore benefits, and keep communication clear.	• Present re-scoped design concepts at webinars, drop-ins, and community events. • Meet directly with Traditional Owners, landholders, near neighbours, and councils to discuss land access, cultural heritage, rehabilitation, dust, noise, and logistics. • Maintain regular CRG meetings to receive feedback and insights into the project's design, engagement approach, benefit sharing • Launch a local project office and virtual hub to improve community access. • Run industry briefings and business forums to highlight jobs, procurement, and training opportunities. • Facilitate co-design workshops with Traditional Owners and community members on benefit opportunities. • Capture and apply feedback systematically to refine design options.
Phase Three Technical & Environmental Studies	Share study results, explain impacts, and work with the community to address issues.	• Construct the mining & rehabilitation demonstration pit and manage ongoing studies. • Convene CRG meetings and technical workshops to test and interpret study results. • Taking local and industry representatives on tours of project sites in Victoria and interstate that have demonstrated successful rehabilitation. • Brief councils, farmers, and industry groups through targeted sessions. • Engage independent experts and trusted local figures to explain technical data credibly. • Share updates widely through radio, displays, newsletters, project website, and social media. • Integrate feedback into environmental assessments, rehabilitation trials, and study designs.
Phase Four Approval Process	Provide clarity on the approval process, show how feedback shaped outcomes, and stay transparent.	• Update the CRG and councils on approval requirements and timelines. • Present the Environmental Report in plain language at public information sessions. • Provide drop-in displays, local exhibitions, and public information packs. • Publish accessible summaries of findings through digital and print channels. • Respond clearly to community submissions and provide feedback on how issues are addressed. • Communicate ministerial review outcomes, final decisions, and next steps.

* The activities listed are indicative examples only and may be adapted or supplemented as required to meet project needs and stakeholder expectations.



Communication

06

The Fingerboards Project represents a transformational opportunity for East Gippsland - delivering generational change that will strengthen our region's economic future while supporting Australia's role the global clean energy future.



6.1 Communication tools & channels

Type	Purpose and Timing
Community Contact Tools	
Gippsland Critical Minerals physical office & virtual office	GCM has secured a physical office at 50 Forge Creek in Bairnsdale to provide easy access for landholders, near neighbours and local community members. A booking system will be set up to allow community members to book one-on-one or small group sessions with GCM staff. GCM has launched a virtual showroom to provide an access point to information for broader community members and stakeholders. The virtual office, enabled with an AI chatbot and monitored by 2 community engagement professionals, removes barriers to those unable to attend in-person forums.
Community information hotline: 1800 791 396	Provides a free and accessible number to contact the project team to make an enquiry or complaint. All communication materials and the website will include this number.
Project email: contactus@gippslandcriticalminerals.com	Provides a point of contact for stakeholders and community to make enquiries or complaints directly to the project team. All communication materials and the website will include this email address.
Information Tools	
Social media	Information about the project will be easily accessible via social media (Facebook and LinkedIn). GCM's homepages for each of these social media sites will be referenced in all communication materials as a source of information and include: recent news and media releases and invitations to in-person and digital briefings.
Gippsland Critical Minerals website	Information about the project will be uploaded to the GCM website, which will be referenced in all communication materials as a source of information. Information on the website includes: description, current status and expected project developments; recent news and media releases; graphics, information sheets and images on the project background and progress; photos, images and maps; links to documents as required under the relevant projects and contact information.
Chatbot	Real-time responses to FAQ's and providing an interactive resource for ongoing community engagement.
Direct mail-outs, newspaper & newsletter features	Information on project development, open information sessions and environmental studies will be delivered to residents via direct e-newsletters, bi-monthly newsletters inserted in local newspapers and via Australia Post and prominent advertising in local newspapers.
Media relations	Media release, supported by briefings and interviews with key local newspapers, radio and television.
Briefing Sessions	
In person	Provides an avenue to engage and participate with GCM decision-makers in one-on-one and group forums. GCM will organise these engagements at a community-level throughout key milestones. Drop-in sessions will be indicatively scheduled monthly at accessible locations. Learnings from these sessions will dictate the format and frequency of further sessions.
Virtual – video conference, telephone and SMS	Provides an avenue to engage and participate virtually with GCM decision-makers. GCM will organise these community-level engagements with accessible options to join via videoconference. Webinar sessions will be scheduled bi-monthly.
Project site and native seed production facility tours and open days	Community members, local government members and Traditional Owners will be invited for site tours occasionally where GCM can walk stakeholders through the project, project managers can answer questions and concerns on-site and GCM can de-mystify the project for those interested.
Networked – via Community Reference Group, project promoter, defenders and champions, organisations, groups, associations, clubs, employers and unions.	In addition to hosting information sessions in third party hosted forums, GCM will conduct extensive outreach to the region's community organisations, associations, unions and other groups to host information sessions. Throughout these activities, GCM aims to reach a larger audience of community members who may be more likely to participate if GCM visits at their regular organisation events.

6.2 Key messages

GCM has developed key messages informed by its previous and recent stakeholder engagement, consultations and social research. They are supplemented by GCM's chatbot via our website, offering real-time responses to frequently asked questions and providing an interactive resource for ongoing community engagement.

Project Rationale

Strategic Resource for a Global Market

- One of the largest and highest-grade sources of heavy rare earth elements (HREEs) globally
- Will supply approximately 7.1% of world's dysprosium and terbium, and 2% of neodymium and praseodymium
- Critical to clean energy, advanced technologies, defence systems, and medical technologies

National and International Significance

- Aligns with Australia's strategic goals by providing stable, ethically sourced supply of critical minerals
- Located in mineral-rich region near Glenaladale (zircon, rutile, ilmenite — all on Australian Government's Critical Minerals list)
- Supports sovereign supply chains, energy transition, and global competitiveness

Commitment to Sustainable and Inclusive Growth

- Long-term benefits to East Gippsland, Victoria, and the nation through job creation, local procurement, and sustainable development

About the Company

- Gippsland Critical Minerals (GCM) is jointly owned by REZir Ltd and ANRK BV (subsidiary of UK-based Appian Capital Advisory)
- REZir Ltd: non-listed company with 142 registered shareholders (corporate and private investors)
- Appian Capital Advisory: leading private equity firm with global track record in responsible mining
- All executives report to GCM's governance structures (Finance Committee and Technical Committee)
- Committed to transparency—welcome questions about corporate structure and governance anytime

A New Company with New Leadership

- Experienced team with fresh eyes, committed to doing things differently
- New CEO with expertise in strategy, communication, and business development
- Senior appointments bring expertise in mining design, project governance, and community engagement
- Creating a project that meets community expectations and co-exists with local agriculture

Changes to the Proposed Mine and Separation Area

- 346 hectare or 27% reduction in mining and separation plant area compared to 2021 (1297ha v 951ha)
- Activities limited and contained by Government to the retention licence area
- Northern area removed from mining in response to community feedback
- Southern area added for new separation plant location
- Bulk product transported entirely on private roads to new proposed rail siding in Fernbank

Commitment to Doing Things Differently

- We acknowledge past project did not sufficiently address community concerns
- Rescoping to be a model of environmental and social responsibility with:
 - Ongoing dialogue with stakeholders (landowners, businesses, local government, First Nations)
 - Iterative design process (November 2024 to November 2025)
 - Project modifications based on feedback and technical studies
 - Commitment to co-existence with local industries like horticulture



Contributing to the Gippsland Economy

- Approximately 300 direct, long-term jobs over 22-year mine life
- Strong emphasis on local hiring and procurement
- No FIFO employment models, genuine local job creation
- \$90 million annual injection into Victorian economy
- Over \$180 million in royalties to Victorian Government

Indigenous Engagement

- Committed to engaging proactively with Traditional Owners
- Working closely with Traditional Owners on cultural heritage studies
- Incorporating Traditional Owner knowledge into environmental management strategies
- Ensuring lasting benefits to Indigenous communities for future generations

Protecting the Environment

- Committed to avoiding, mitigating, and offsetting impacts through robust planning
- 1.5km buffer from Lindenow Valley, no mining in environmentally sensitive gullies
- Adopted Minerals Council of Australia's "Towards Sustainable Mining" framework
- Progressive rehabilitation strategy with local feedback
- Restores land to pasture and native grasses faster
- 3.0 GL/year used efficiently for dust suppression and revegetation irrigation
- Co-disposal tailings management eliminates above-ground dams

Clean Energy Transition

- Supplies critical inputs for wind turbines, electric vehicles, solar technologies
- Enables production of ~5,000 tonnes of high-performance NdFeB magnets per year:
 - Over 3 million electric vehicles annually
 - Around 10 GW of new wind energy capacity (enough to power 5 million homes)

- 85,000 tonnes per annum of zirconia for ceramics, coatings, and clean energy infrastructure

Rehabilitation

- Community-Informed Strategy: Updated approach focusing on return to pasture and native grasses
- Faster, Low-Impact Land Recovery: Speeds up ground cover re-establishment, minimizing dust and visual impact
- Collaborative Trials in 2026: Demonstration pit in consultation with horticultural, agricultural, First Nations groups, and broader community
- Progressive Strip-Based Mining: Strip units (750m x 350m) excavated and refilled within 12 months

Dust

- Many changes specifically aimed to reduce dust:
 - 40% reduced mining scale across two locations
 - Smaller voids filled within 12 months with immediate rehabilitation
 - In-pit dozer push reduces dust from surface trucks
 - Enclosed storage sheds for bulk concentrate
 - Increased use of dust suppressants (tested in demonstration pit), including recycled water
 - Changed rehabilitation strategy to accelerate ground cover
 - Increased buffer zone to reduce likelihood of dust reaching Lindenow Valley
- Quantifying Impact
 - Detailed assessments and studies by third-party experts
 - Demonstration pit in early 2026 to test dust modelling and rehabilitation
 - Results shared with community as studies complete
 - Air quality monitoring made publicly available
 - Regular independent testing by trusted third party
 - Regulatory oversight

Noise

- Reduced ore mining rate to 7.2M tonnes/year lowers noise levels



- In-pit dozer pushing reduces surface truck haulage noise
- Buffers and smaller active areas at any one time
- Extended 22-year operational life spreads activities over time

Radiation

- We use a simple separation process with gravity and water, not chemical processing
- This creates a bulk mineral product with naturally occurring radiation levels (NORM), similar to background levels in the environment
- The product is transported safely on private roads to rail, then to Western Australia or Northern Territory
- Chemical processing happens later at specialised facilities interstate, not at Fingerboards
- Only after that processing does the material become concentrated enough to require specialised handling for radiation

Water

- New strategy ensures 3.0 GL/year water usage
- Increased allocations for dust suppression and revegetation irrigation
- Sourced from ground and surface water (deep Latrobe aquifer bore fields and Mitchell River winter-fill)
- Exploring treated wastewater or recycled water from regional towns for dust suppression and rehabilitation irrigation

Demonstration Pit and Technical Studies

- Commencing January 2026. Test proposed approaches to: Dust and noise control, Surface water management, Cultural heritage and geotechnical conditions, Rehabilitation effectiveness
- Purpose: Refine final design & demonstrate viability of environmental management approach
- Baseline and Technical Studies
 - Comprehensive studies completed in 2021; new, smaller footprint requires updated data
 - AECOM appointed as Lead Environmental Consultant coordinating current assessments

National & Geopolitical Interests

- Increases Australia's sovereign capability in critical minerals extraction
- Provides key minerals for allies' geopolitically safe supply chain for military hardware
- Reduces supply chain squeeze from near-monopoly supplier
- Friend-shored supply chains during energy transition
- 7.1% of global DyTb and 2% of NdPr significantly reduces supply chain disruption risks

Critical Minerals

- Targets minerals on Federal Government's Critical Minerals list
- High strategic importance: Dysprosium (Dy), Terbium (Tb), Neodymium (Nd), Praseodymium (Pr)
- Essential role in emerging technologies
- Mined at very limited locations globally—value extends to reliability of production partner
- Positions Australia as trusted partner in global supply chain

Strategic Importance – Rare Earths and National Security

- Will produce ~200 tonnes per annum of Dysprosium and Terbium oxides (7.1% of global supply)
- 2% of global Neodymium and Praseodymium output
- Essential for defence capabilities: jet engines, guided weapons systems, satellites
- Over 99% of world's DyTb supply currently comes from China
- Supports Australian Government's Future Made in Australia strategy and AUKUS alliance



Recording, Monitoring & Evaluation

07



7.1 Recording feedback

Engagement activities — including meetings, phone calls, emails, feedback forms, survey responses, and community forum participation — are systematically recorded in GCM's cloud-based stakeholder management platform, Simply Stakeholders. This platform enables us to:

Capture and organise stakeholder information – Recording contact details, stakeholder group affiliations, interests, concerns, and communication preferences to ensure we engage appropriately with each individual and organisation.

Document all interactions – Maintaining a detailed log of every engagement touchpoint, including date, method, participants, topics discussed, issues raised, and commitments made.

Track issues and responses – Monitoring concerns from initial contact through investigation and resolution, ensuring no feedback is overlooked and all stakeholders receive timely responses.

Analyse feedback trends – Identifying patterns in community concerns, priorities, and sentiment to inform project design, mitigation strategies, and communication approaches.

Map stakeholder influence and impact – Assessing each stakeholder's level of interest, influence, and potential impact from the project to determine the most appropriate IAP2 engagement level (Inform, Consult, Involve, Collaborate, or Empower) and tailor our approach accordingly.

Privacy and Confidentiality

All stakeholder information is managed in accordance with privacy legislation. Personal information is stored securely and used only for project-related engagement purposes. Confidential discussions, particularly those involving land negotiations, compensation, or sensitive personal matters, are clearly marked and access-restricted to protect stakeholder privacy.

7.2 Complaints management

GCM will manage a detailed, systematic approach to registering, managing, analysing and responding to community feedback and communications concerning GCM's project and operational activities. The following process has been assessed and reviewed to align with best practice.

- receipt and acknowledgement within 48 hours
- triage and categorisation based on nature and urgency and assigning the communication for investigation and response
- investigation to understand the concern/feedback and engagement of third-party provider where necessary to analyse and provide expert advice
- formulation a response with internal review for complex responses
- delivery of the response via the most appropriate channel (e.g. phone, email, in person, etc.) and document in the database including any follow-up actions required
- scheduled follow-up communication and maintain open channels for further communication and feedback
- regular review of the protocol and provision of ongoing training to staff in the protocol and continuous improvement.

See [Appendix D: Enquiries & Complaints Feedback Procedure](#) for further details on this process.



7.3 Evaluation

GCM will review and update its Community Engagement Plan:

- at key project development milestones and phases
- in response to materially significant external changes to the strategic or local operating context of the project (e.g. commencement of new regulatory schemes).

We will be informed by:

- continuous analysis of community and stakeholder issues and concerns communicated or identified through ongoing engagement, consultation, and communication activities
- stakeholder mapping and analysis updated periodically to reflect changes in the community and other stakeholder groups, using stakeholder analysis tools to understand the influence, interests and impacts
- continuous monitoring and analysis of complaints and other communications and correspondence from members of the community and other stakeholders
- establishment of clear feedback channels allowing community members and other stakeholders to provide their input and reactions to engagement activities, with a system for acknowledging and responding to feedback in a timely and respectful manner
- continuous media monitoring of published community and stakeholder concerns/issues/communications including print, radio, television and social media channels
- data analysis on levels of community and stakeholder groups accessing and participating in GCM engagement, including communication and invitations to be informed and consultation activities – this includes, for example, numbers of subscribers for digital engagement and communication channels; open and click-through rates for digital engagement and communication activities; attendance and participation rates for in-person engagement.
- regular and statistically significant community social research surveys and focus groups undertaken by a suitably qualified third-party provider at least every 6 months – this approach will allow us to assess community attitudes towards GCM's project including being able to map changing attitudes (e.g. levels of support, neutrality, opposition)
- conducting social impact assessments to understand the broader impacts of GCM's project on the local community and evaluating the effectiveness of mitigation measures implemented
- encouragement of a culture of learning and continuous improvement within the organisation, with adjustments to the community engagement plan based on evaluation findings, stakeholder feedback and changing circumstances
- publishing regular reports on engagement activities, evaluation findings and actions taken in response to stakeholder feedback and evaluation outcomes, ensuring that reporting is accessible and in easy-to-understand formats.



Governance

08

GCM's ESG framework seeks to achieve alignment, integration and compliance with a range of international and national principles, standards, protocols, performance expectations and disclosure requirements in relation to community and stakeholder engagement, First Nations peoples and cultural heritage. The Community Engagement Plan (CEP) is a core component of GCM's ESG framework.



8.1 Legislation & policy

Victorian

The CEP has been designed to meet the legislative requirements of the [Mineral Resources \(Sustainable Development\) Act 1990 \(Vic\)](#) ¹ and the [Mineral Resources \(Sustainable Development\) \(Mineral Industries\) Regulations 2019 \(Vic\)](#) ². The CEP has also been informed by the guidance set out in Resources Victoria's [Community Engagement Guidelines for Mining and Mineral Exploration in Victoria](#) ³.

National

At a national level, the CEP has been informed by the Australian Government's [Leading Practice Sustainable Development Program for the Mining Industry](#) handbooks, including:

I. [Community engagement and development](#) ⁴

II. [Working with Indigenous Communities](#) ⁵.

As a member of the Mineral Councils of Australia (MCA), GCM:

III. complies with the [Enduring Value Framework](#) ⁶

- The [Enduring Value Framework](#) is the Australian minerals industry framework for sustainable development. The principles reflect, guide and underpin the approach of MCA member companies to sustainability, including community and stakeholder engagement.

IV. implements the [Toward Sustainable Mining](#) ⁷ operating framework

The [Toward Sustainable Mining](#) accountability framework comprises targeted protocols directed at enhancing the quality of public reporting on the sustainability performance of minerals companies. The framework has a core focus on continuous improvement in ESG practices and sets clear performance expectations around improving transparency between minerals companies and community and Indigenous stakeholders.

GCM has considered a range of recent Federal Court decisions that have established new standards, expectations and principles for community and First Nations engagement in the development of major projects, including:

- [Tipakalippa v National Offshore Petroleum Safety and Environmental Management Authority, 2022, Federal Court](#) ⁸
- [Tipakalippa v National Offshore Petroleum Safety and Environmental Management Authority \(No 2\), 2022, Federal Court](#) ⁹
- [Santos NA Barossa Pty Ltd v Tipakalippa, 2022, Federal Court](#) ¹⁰
- [Cooper v National Offshore Petroleum Safety and Environmental Management Authority \(No 2\), 2023, Federal Court](#) ¹¹
- [Munkara v Santos NA Barossa Pty Ltd \(No 3\), 2024 Federal Court](#) ¹²

While the above decisions concerned oil and gas projects and Commonwealth legislation, which does not have a direct application to Victorian projects, GCM is cognisant of the trends being reflected in these matters towards more direct and transparent engagement with Indigenous stakeholders in particular. To the best of its ability, GCM has sought to achieve a contemporary best practice model in the CEP and the various objectives and consultation measures proposed under it.



8.2 International standards

GCM Partners' Commitments to Leading Practice Community Engagement

The shareholders of GCM are Appian Capital Advisory LLP ('Appian') and REZir Pty Ltd.

Appian is signatory to the United Nations-supported Principles for Responsible Investment and requires all of its portfolio companies, including GCM, to adhere to the International Finance Corporation, World Bank Group, Performance Standards on Environmental and Social Sustainability 2012. These include performance standards regarding:

- community health, safety and security
- land acquisition and involuntary resettlement
- Indigenous peoples
- cultural heritage.

Appian is a member of the Development Partner Institute (DPI). The DPI Framework for Mining commits DPI members to apply principles to mining projects including developing a shared purpose with a clear understanding and articulation of the long-term vision, goals, risks, opportunities and approaches for a potential project and its impact on the surrounding region have been envisioned, co-created, discussed and agreed to by all relevant stakeholders.

Appian is also committed to the DPI's Responsible Sourcing Coalition for Minerals and Metals (RESCO). RESCO exists to accelerate a mineral value chain free from inequality, shaped by community values and committed to a mindset of long-term value creation. This includes a commitment to working towards landowners, rights holders and communities being equitable partners in decision-making.

Appian is implementing standardised Environmental and Social Impact Assessment (ESIA) and Environmental and Social Management Plan (EMSP) requirements aligned to the International Finance Corporation Performance Standards and the Equator Principles for all its portfolio companies, including GCM.

The Equator Principles:

- Integrate assessment of environmental and social risks, including assessing the impacts of a proposed project on affected communities and the appropriateness of measures to avoid, mitigate, offset, compensate and remedy adverse risks and impacts.
- Require projects to demonstrate effective stakeholder engagement as an ongoing process in a structured and culturally appropriate manner with affected communities and stakeholders, including an informed consultation and participation process for projects with potentially significant adverse impacts on affected communities.



Appendices

[A]	Stakeholder Group Analysis & Engagement Approach	
[B]	Early Benefit Sharing Plan	
[C]	Stakeholder Mapping Matrix	
[D]	Enquiries & Complaints Feedback Procedure	



Stakeholder Group	Insights & Analysis	Our Engagement
First Nations – GLaWAC Registered Aboriginal Party and representative of Traditional Owners.	Interests/Concerns Interests: cultural heritage protection, connection to Country, benefit sharing, partnerships, transparency in design, and Indigenous rights. Concerns: cultural impacts, environmental impacts and sustainability, water security. Influence/Impact Very high influence with statutory authority under the Aboriginal Heritage Act and key partner for cultural heritage management, benefit sharing, and long-term agreements.	Level Involve – Empower Methods Cultural Heritage Management Plans, direct meetings, expert panels, focus groups, key stakeholder interviews, site tours, shared projects, workshops. Approach Partner respectfully in line with self-determination. Co-develop cultural heritage plans, benefit-sharing frameworks, and land return initiatives. Provide timely design and environmental information. Ensure engagement aligns with legislative frameworks and empowers Traditional Owner governance.
First Nations – Aboriginal NFPs / NGOs Aboriginal-led organisations providing health, education, and social services across East Gippsland.	Interests/Concerns Interests: partnerships, benefit sharing, economic development, cultural heritage, Indigenous rights, health, education, and transparency. Concerns: cultural impacts and environmental sustainability. Influence/Impact Medium influence, with strong community connections and ability to shape social and cultural outcomes, guided by GLaWAC leadership.	Level Inform – Consult Methods Community events, direct communications, direct meetings, information sessions/forums. Approach Engage respectfully with Aboriginal organisations, taking guidance from GLaWAC. Offer partnership opportunities in education, health, and community programs. Provide transparent updates and support aligned initiatives that strengthen community wellbeing and Indigenous empowerment.
Agricultural & Horticultural Industry Group Local farming and horticultural enterprises and representative bodies with significant land use, water, and regional supply chain interests.	Interests/Concerns Interests: economic development, diversification of income, local procurement, infrastructure, and regional development. Concerns: land use and compensation, environmental impacts, land rehabilitation, food production, and tourism. Influence/Impact High influence as major regional employers and land managers whose operations may be directly affected by land access, water use, and regional perceptions of agricultural quality.	Level Consult – Collaborate Methods Community Reference Group, direct meetings, expert panels, focus groups, information sessions/forums, key stakeholder interviews, webinars, workshops. Approach Engage directly through one-on-one meetings, industry forums, and CRG participation to address land and water concerns. Share monitoring results and technical updates early and transparently. Support coexistence through leasing, agistment, and collaborative innovation initiatives.
Business & Industry Groups Regional business associations, chambers of commerce, industry peak bodies, and local enterprise groups.	Interests/Concerns Interests: job creation, workforce development, procurement, infrastructure investment, and stakeholder engagement. Concerns: skills shortages, wage inflation, and potential tourism and “green brand” impacts.	Level Consult – Involve Methods Briefings, conferences/events, direct communications, direct meetings, information sessions/forums, local media, key stakeholder interviews, networking, newsletters, site tours, speaking engagements.



Stakeholder Group	Insights & Analysis	Our Engagement
Business & Industry Groups Continued.	Influence/Impact Medium influence, as they can support regional economic development and advocacy while shaping perceptions of local benefit and competitiveness.	Approach Strengthen participation in regional supply chains, workforce training, and innovation. Provide regular briefings, invite feedback on capability and infrastructure planning, and encourage collaboration through working groups and forums to support procurement and benefit-sharing outcomes.
Community Advocacy Groups (Mine-free Glengaladale) Local community advocacy group actively opposing the project through public campaigns, community meetings, and online activity.	Interests/Concerns Interests: Protecting farming and horticulture, water quality, environment, community health, and amenity. Concerns: long-term environmental damage, water management, and inadequate rehabilitation. Influence/Impact Medium to high influence on community sentiment and public opinion, limited formal decision-making power but active in lobbying councils, government, and media.	Level Inform – Involve Methods Direct meetings, information sessions/forums, Community Reference Group, social media monitoring and responses, newsletters, written correspondence. Approach Maintain respectful dialogue, provide timely and evidence-based information, and respond to feedback transparently. Monitor and correct misinformation while ensuring access to decision-makers, experts, and structured opportunities for participation.
Community Interest Groups Local organisations, associations, and networks representing environmental and social wellbeing interests.	Interests/Concerns Interest: Transparency, environmental protection, community health and wellbeing, liveability, benefit-sharing. Concerns: Environmental risks, amenity impacts, fairness in benefit distribution, and clarity of information. Influence/Impact Medium influence through their ability to mobilise participation, shape local narratives, and contribute to regional wellbeing.	Level Inform - Consult Methods Direct meetings, information sessions/forums, Community Reference Group, social media monitoring and responses, newsletters, written correspondence. Approach Engage openly and respectfully to ensure perspectives are considered. Provide evidence-based updates and create structured opportunities for input. Highlight pathways for community benefit, partnerships, and long-term outcomes.
Community Reference Group Advisory body established to provide a structured link between GCM and the local community, fostering transparent, inclusive, and meaningful engagement.	Interests/Concerns Interests: Transparent communication, opportunity to shape project design, community benefits, environmental safeguards, rehabilitation, and long-term regional outcomes. Concerns: That feedback is genuinely considered, access to accurate technical information, and ongoing transparency on how input influences decisions. Influence/Impact Very high influence as a formalised body providing community insights into project planning, operations, and rehabilitation. Shapes trust, transparency, and the strength of social licence.	Level Involve – Collaborate Methods Quarterly meetings (minimum), independent chair facilitation, project briefings, site visits, information sharing, two-way dialogue, working group linkages. Approach Ensure the CRG remains a trusted forum for open dialogue, informed by evidence and technical updates. Provide clear feedback loops demonstrating how CRG input influences project decisions. Support inclusivity, transparency, and respect for diverse community perspectives.



Stakeholder Group	Insights & Analysis	Our Engagement
Education, Training & Research Organisations Regional schools, TAFE, universities, and training providers working on workforce development and innovation.	Interests/Concerns Interests: workforce training, economic development, rehabilitation, innovation, and community education. Concerns: communication, accessibility of information, land use impacts, community wellbeing, and water management. Influence/Impact Medium influence through ability to build local capability, connect youth pathways, and shape workforce readiness for regional development.	Level Consult – Involve Methods Advisory panels, direct meetings, expert panels, focus groups, workshops. Approach Partner with TAFE, Federation University, and schools to map workforce needs and training pathways. Support scholarships, innovation, and environmental rehabilitation projects. Use workshops and panels to build collaboration on sustainable mining and education outcomes.
Elected Representatives – Federal & State Members of Parliament, Ministers, and political representatives at both Federal and State levels.	Interests/Concerns Interests: transparency, project updates, regional jobs, infrastructure, regulatory compliance, and critical minerals strategy. Concerns: community impact, environmental sustainability, traffic, and alignment with policy priorities. Influence/Impact High influence through their role in shaping government support, approvals confidence, and public perception of the project.	Level Consult – Involve Methods Briefings, conferences/events, direct communications, direct meetings, information sessions/forums, media releases, networking, newsletters, site tours. Approach Provide regular updates and briefings tailored to electorate priorities. Ensure transparent information on project progress, community sentiment, and alignment with government objectives. Invite participation in site tours and forums to strengthen trust and confidence in responsible resource development.
Emergency Services Regional fire and emergency services with statutory roles in community safety and risk management.	Interests/Concerns Interests: project support for emergency planning, infrastructure, and fire management. Concerns: additional resourcing requirements, planning demands, and safety impacts. Influence/Impact Medium influence through ability to ensure project compliance with emergency protocols and protect community safety.	Level Consult – Collaborate Methods Advisory panels, direct meetings, expert panels, information sessions/forums. Approach Engage through scenario planning, workshops, and direct meetings. Share early notice of project activities impacting emergency planning. Work collaboratively on access, traffic management, and risk mitigation to integrate the project into regional safety frameworks.
Environmental & Landcare Groups Local and regional organisations focused on biodiversity protection, land rehabilitation, conservation, and sustainable land use.	Interests/Concerns Interests: Environmental protection, biodiversity, water quality, sustainable land use, rehabilitation, and climate resilience. Concerns: Project impacts on ecosystems, catchments, flora and fauna, cumulative land disturbance, and adequacy of rehabilitation measures. Influence/Impact Medium to high influence through strong community networks, local expertise, and ability to mobilise public sentiment on environmental issues.	Level Inform - Consult Methods Direct meetings, information sessions/forums, Community Reference Group, social media monitoring and responses, newsletters, written correspondence. Approach Provide transparent, evidence-based environmental information. Share monitoring data, rehabilitation plans, and progress updates. Invite input into land and biodiversity initiatives, ensuring opportunities for collaboration on conservation and rehabilitation outcomes.



Stakeholder Group	Insights & Analysis	Our Engagement
Forestry & Timber Local forestry operators, timber companies, and plantation managers.	Interests/Concerns Interests: land security, economic development, procurement, infrastructure, and transport. Concerns: biodiversity, water security, sustainability, and rehabilitation. Influence/Impact Medium influence, with operational dependency on land use and regional supply chains that may overlap with project activities.	Level Consult – Involve Methods Direct communications, direct meetings, information sessions/forums, shared projects, workshops. Approach Engage directly with forestry and timber stakeholders to understand operational needs, ensure continuity, and explore mutual benefits. Use meetings and forums to coordinate on infrastructure, biodiversity, and rehabilitation planning.
Government Departments & Regulatory Authorities – Federal Commonwealth departments, regulators, and statutory agencies with roles in environment, infrastructure, resources, and investment.	Interests/Concerns Interests: regulatory compliance, critical minerals strategy, infrastructure planning, environmental protection, international competitiveness, and economic development. Concerns: community confidence, environmental risk management, biodiversity, water use, and alignment with federal policy priorities. Influence/Impact High influence as policy-setters and regulators, shaping the broader national framework for approvals, investment attraction, and export opportunities.	Level Inform – Involve Methods Briefings, technical reports, interagency meetings, site tours, formal submissions, conferences. Approach Maintain transparency and compliance in all federal reporting obligations. Provide clear project updates aligned with national critical minerals policy. Build confidence through proactive engagement with federal agencies on environmental safeguards, economic benefits, and export readiness.
Government Departments & Regulatory Authorities – State Victorian Government departments, regulators, and statutory authorities responsible for resources, environment, planning, and community wellbeing.	Interests/Concerns Interests: licensing and approvals, environmental protection, land access, workforce development, cultural heritage, regional economic development, and compliance with the MRSD Act. Concerns: social licence, housing, amenity impacts, and legacy obligations. Influence/Impact Very high influence as the primary regulators with direct control over approvals, conditions, and compliance enforcement.	Level Consult – Collaborate Methods Briefings, direct meetings, planning referrals, technical reports, inter-agency working groups, and formal consultation processes. Approach GCM is engaging with Victorian government departments and regulators to ensure the project meets legislative obligations, aligns with state development priorities, and contributes to responsible resource stewardship. Engagement focuses on regulatory compliance, regional investment, environmental performance, and timely coordination of approvals.
Landholders & Near Neighbours (Directly Impacted – Project Area) Landowners whose properties are within the mine footprint or required for project infrastructure.	Interests/Concerns Interests: financial security, compensation, land access, and transparency of project design. Concerns: amenity, liveability, livelihoods, property values, farming impacts, and long-term land management. Influence/Impact Very high influence as directly affected parties with legal rights and strong ability to support or oppose project approvals.	Level Consult – Collaborate Methods Agreements (compensation, good neighbour, land access, options), Community Reference Group, direct mail, direct meetings, negotiation and mediation, newsletters.



Stakeholder Group	Insights & Analysis	Our Engagement
Landholders & Near Neighbours (Directly Impacted – Project Area) Continued.		Approach Engage with care, confidentiality, and respect. Prioritise one-on-one meetings and transparent negotiations. Provide clear outline of entitlements, fund independent advice, and respond promptly to concerns. Share monitoring results and design updates early to support trust and informed decision-making.
Landholders & Near Neighbours (0–2 km) Property owners and residents located within 0–2 km of the project area.	Interests/Concerns Interests: transparent engagement, fair compensation, neighbour agreements/benefit-sharing, land access clarity, protection of amenity. Concerns: dust, noise, vibration, water impacts, property values, farming disruption, long-term liveability, loss of trust from past engagement. Influence/Impact Very high influence as directly impacted neighbours whose amenity and property interests may be affected by operations.	Level Consult – Collaborate Methods Agreements (compensation, good neighbour, land access, options), briefings, Community Reference Group, direct meetings, local media, negotiation Approach Engage respectfully and confidentially through one-on-one meetings, clear entitlements, and prompt responses. Share monitoring results early, offer scaled neighbour agreements, and emphasise shared benefits to foster trust, reduce opposition, and support informed, long-term relationships.
Landholders & Near Neighbours (2–5 km) Property owners and residents located within 2–5 km of the project area.	Interests/Concerns Interests: transparent information, neighbour agreement opportunities, protection of amenity, local development benefits. Concerns: dust, noise, traffic, water use, property value impacts, and cumulative farming disruptions. Influence/Impact Medium–high influence as close neighbours, while not always directly impacted, they can strongly shape local sentiment and opposition.	Level Inform – Consult Methods Agreements (compensation, good neighbour, land access, options), briefings, Community Reference Group, direct meetings, local media, negotiation and mediation, newsletters, local media. Approach Provide clear, proactive communication potential impacts/ disruptions. Share results of noise/dust modelling and traffic studies openly. Frame engagement around shared benefits (community programs, regional investment) while addressing amenity concerns with transparency and empathy.
Local Business & Tourism Operators Local businesses, contractors, and tourism operators in East Gippsland and Wellington Shires.	Interests/Concerns Interests: procurement opportunities, jobs, tourism growth, construction opportunities. Concerns: workforce competition, tourism impacts, ecological integrity & conservation, infrastructure strain, housing strain. Influence/Impact Medium influence, with potential to shape regional economic outcomes and public perception of benefits or risks.	Level Inform – Consult Methods Briefings, Community Reference Group, direct meetings, forums, local media, networking, newsletters, social media, webinars, workshops. Approach Engage through business forums, briefings, and direct meetings. Provide visibility of supply opportunities and procurement needs. Work with tourism operators to address visual impacts and protect amenity. Ensure clear, consistent communication of economic opportunities alongside environmental safeguards.



Stakeholder Group	Insights & Analysis	Our Engagement
Local Residents & Townships (<10 km) Residents living within 10 kilometres of the project area and in nearby townships including Fernbank, Glenaladale, Lindenow, Lindenow South, Iguana Creek, Walpa, Woodglen, and Wuk Wuk.	Interests/Concerns Interests: transparency, visual amenity, dust management, site rehabilitation, and lasting benefits. Concerns: localised noise, dust, traffic, and landscape impacts, water run-off and quality, trust in mitigation measures and rehabilitation outcomes. Influence/Impact High influence as neighbours with lived experience of past engagement, their sentiment strongly shapes social licence.	Level Inform – Involve Methods Direct meetings (<2km), Community Reference Group, letters, mail drops, newsletters, drop-in sessions, local media, social media. Approach Share clear evidence on monitoring, safeguards, and rehabilitation. Build transparency and trust by providing opportunities for dialogue and input during rescoping, design, and benefit sharing.
Local Residents (East Gippsland & Wellington Shires) Residents living more broadly across the East Gippsland and Wellington municipalities.	Interests/Concerns Interests: local jobs, training pathways, procurement opportunities, and equitable distribution of benefits. Concerns: environmental safeguards, water protection, food production integrity, and preserving the region's clean and healthy rural reputation. Influence/Impact Medium influence, as broader regional sentiment shapes political support and reputational licence.	Level Inform – Consult Methods Community newsletters, local and regional media, roadshows, drop-in sessions, website updates, social media. Approach Provide clear evidence that the project upholds strict environmental standards while creating visible economic opportunities. Tailor messaging to recognise East Gippsland's desire for direct benefits while acknowledging Wellington's share. Use roadshows, drop-in sessions, media, and newsletters to maintain transparency and accessibility.
Local Councils Local councils and planning authorities responsible for community wellbeing, infrastructure, and economic development.	Interests/Concerns Interests: community engagement, transparency, economic benefits, workforce development, licensing, and cultural heritage. Concerns: mistrust from previous engagement, environmental sustainability, and land access and compensation. Influence/Impact High influence as regulators and regional leaders whose support is critical for planning and public confidence.	Level Involve – Collaborate Methods Briefings, Community Reference Group, direct communications, direct meetings, forums, site tours. Approach Engage regularly with councils through briefings, CRG, and direct planning referrals. Share project timelines, land use impacts, and benefit-sharing initiatives. Support joint planning on legacy infrastructure, wellbeing programs, and environmental stewardship.
Media (Local & Regional) Local newspapers, radio stations, online outlets, and regional journalists.	Interests/Concerns Interests: transparency, access to information, and public accountability. Concerns: misinformation, controversy, and lack of responsiveness. Influence/Impact Medium to high influence as shapers of public opinion and amplifiers of both supportive and oppositional voices.	Level Inform – Consult Methods Media releases, briefings, interviews, newsletters, social media, website. Approach Provide timely, factual, and accessible information. Proactively issue updates, respond to enquiries, and correct misinformation. Build relationships with local journalists to ensure balanced reporting and open communication.



Stakeholder Group	Insights & Analysis	Our Engagement
Mining & Resources Sector Other mining and exploration companies, industry associations, and critical minerals networks.	Interests/Concerns Interests: collaboration, regional infrastructure, industry reputation, skills, and policy. Concerns: government resource allocation, and regulatory approvals. Influence/Impact Medium influence as peers and comparators within the mining and resources sector, shaping industry reputation and policy direction.	Level Consult – Collaborate Methods Briefings, conferences, direct meetings, industry forums, networking, site tours. Approach Engage through industry conferences, forums, and one-on-one discussions. Share lessons learned and promote responsible practices. Position GCM as a collaborative partner in Victoria's critical minerals strategy.
NFPs & NGOs Local and regional not-for-profits and non-government organisations working on environment, health, education, and community wellbeing.	Interests/Concerns Interests: partnerships, benefit sharing, environmental protection, and transparency. Concerns: social and ecological impacts, equity, and inclusion. Influence/Impact Medium influence through their advocacy role and ability to mobilise community support or opposition.	Level Inform - Consult Methods Community events, direct meetings, forums, newsletters, social media. Approach Build partnerships with aligned NFPs on community and environmental initiatives. Provide transparent updates and create opportunities for collaboration on projects that enhance local wellbeing and sustainability.
Sports & Recreational Clubs Local sports and recreation groups and associations.	Interests/Concerns Interests: sponsorship, facilities, and community support. Concerns: funding competition, local amenity, and disruption from project activities. Influence/Impact Low to medium influence, with importance for community goodwill, youth engagement, and benefit-sharing visibility.	Level Inform – Consult Methods Community events, direct communications, newsletters, sponsorships, social media. Approach Support local sporting and recreational clubs through sponsorships and partnerships. Provide clear updates on project activities and highlight community benefit initiatives that strengthen local participation and wellbeing.
Transport, Infrastructure & Waste Providers of transport, road, logistics, waste management, and related infrastructure services across the region.	Interests/Concerns Interests: safe and efficient transport, infrastructure planning, local contracting opportunities. Concerns: road safety, traffic congestion, increased maintenance costs, waste and spoil management, and compliance with regulatory standards. Influence/Impact High influence as service providers and regulators with direct impact on project logistics and community amenity.	Level Consult – Collaborate Methods Direct meetings, advisory panels, technical workshops, government forums, site tours, briefings. Approach Engage early on transport routes, waste management, and infrastructure requirements. Develop joint traffic and logistics management plans. Involve service providers in planning for construction, operations, and rehabilitation phases to reduce risks and build alignment.



Stakeholder Group	Insights & Analysis	Our Engagement
Unions Trade unions representing workers in construction, mining, energy, and related industries.	Interests/Concerns Interests: fair pay and conditions, safe workplaces, training and apprenticeships, local employment opportunities. Concerns: industrial safety, employment standards, casualisation, and exclusion of local labour. Influence/Impact Medium–high influence as representatives of the workforce with the ability to shape public support and industrial relations.	Level Inform – Consult Methods Direct meetings, workforce advisory groups, industry briefings, training partnerships. Approach Engage unions on workforce development and workplace safety. Provide early information on workforce needs and labour practices. Establish collaborative arrangements on apprenticeships, training pathways, and safety standards to maintain trust and avoid industrial disputes.
Water, Energy & Communications Utilities responsible for water supply, energy distribution, and communications networks.	Interests/Concerns Interests: infrastructure planning, service reliability, resilience, and regulatory compliance. Concerns: capacity constraints, increased demand, cost-sharing, and community safety. Influence/Impact High influence as providers of essential services required for project operations and community confidence.	Level Consult – Collaborate Methods Direct meetings, technical working groups, advisory panels, joint planning forums. Approach Engage utility providers early to plan for demand, resilience, and shared infrastructure needs. Ensure transparent communication on project requirements. Collaborate on risk management, capacity upgrades, and long-term service reliability.



GCM has adapted the IAP2 model to develop the following Stakeholder Mapping Matrix to guide the Level of Engagement that is most appropriate for each stakeholder.

Influence	VERY HIGH (5)	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
	HIGH (4)	INFORM	CONSULT	CONSULT	INVOLVE	COLLABORATE
	MEDIUM (3)	INFORM	INFORM	CONSULT	CONSULT	INVOLVE
	LOW (2)	INFORM	INFORM	INFORM	CONSULT	CONSULT
	VERY LOW (1)	INFORM	INFORM	INFORM	INFORM	INFORM
		VERY LOW (1)	LOW (2)	MEDIUM (3)	HIGH (4)	VERY HIGH (5)
		Interest				

Interest, Influence, Impact and Criticality are rated from 1 (very low) to 5 (very high) based on the following definitions:

Interest

The degree of interest, concern or benefit in the project's activities and outcomes.

Influence

The relative power of the stakeholder to influence or make decisions regarding project activities or outcomes.

Impact

The degree to which the project's impacts or outcomes negatively affect their livelihood, wellbeing, business or environment prior to any mitigation or compensation.

Criticality

How critical is it that we address the interests or concerns of this stakeholder to the success of the project?

The Impact and Criticality input scores influence the Interest and Influence output scores as follows:

If Impact ≤ 3: Interest Output Score = Interest Input Score

If Impact > 3: Interest Output Score = Interest Input Score + 1

If Criticality ≤ 3: Influence Output Score = Influence Input Score

If Criticality > 3: Influence Output Score = Influence Input Score + 1

The Interest and Influence output scores are fed into the Stakeholder Mapping Matrix to determine the Level of Engagement (Inform, Consult, Involve, Collaborate or Empower).



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Micro-Chess

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