

KEY FINDINGS

WP2 CASE STUDIES EXAMPLE FROM FINLAND



CLOSE COLLABORATION WITH AUTHORITY DURING THE PERMIT PROCESS



- NEW TECHNOLOGIES -
UNDERGROUND MINES
on sensitive areas
& NATURE RESTORATION

★ ★ ★ ☆ ☆
AVERAGE EXAMPLE :
PAYS LESS ATTENTION TO ALL
STAKEHOLDERS ENGAGEMENT

✓ STAKEHOLDERS INVOLVED
FROM THE FIRST
STEP

✓ MAKE ALL STAKEHOLDERS
ANGRY AT THE AUTHORITY

! PEOPLE ARE REALLY SHOCKED
WHEN CONSTRUCTION STARTS



OPPOSITION ON
THE SIDE OF
NATURE PROTECTION

↓

CONFLICT
ON LEVEL OF
PUBLIC DEBATE

↓


IMPORTANCE OF
PUBLIC SPACES FOR
DEMOCRATIC PROCESS

↓

THE GENERAL COMMUNITY
TRUST GOVERNMENT AND
DOESN'T TURN TO

**ORGANISED
RESISTANCE**
AS IT CAN
HAPPEN IN OTHER
PLACES


WP3 REGULATORY FRAMEWORK



EU

NATURE CONSERVATION

VS



MINING

85% OF CRM
OCCURANCES
ARE WITHIN **5 KM**
TO CLOSEST
PROTECTED
AREA

WP4 PERFORMANCE APPRAISALS

IF WE WERE ALLOWED
TO EXTRACT FROM
PROTECTED AREAS
WE WOULD DIG FROM
UNDERGROUND

WASTE TECHNOLOGY

LOW IMPACT
TECHNOLOGY

PROTOCOL ON ASSESMENT

REASONED LOGIC
ON **WHY** DO WE
NEED THIS MATERIAL?
MODEL FOR DECISION
MAKING

THE MAIN OPPOSITION
IS THE PUBLIC OPINION

↓

HOW CAN WE COME TO THE
MUTUAL AGREEMENT ASAP?


WP5 KNOWLEDGE COCREATION

★ PEOPLE HAVE THE SAME PROBLEM WITH MINING AS THEY
HAVE WITH ANY OTHER INDUSTRIAL PROJECT THAT BRINGS CHANGE
TO THEIR DAY-TO-DAY LIVES.

★ METHODOLOGY TO **INVOLVE** PUBLIC

WP6 POLICY MAKING

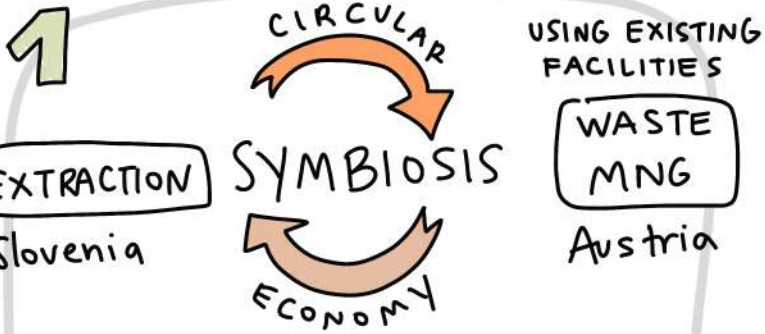
COLONIAL MODEL
OF MINERAL EXPLOITATION



VALUE CHAIN

WHAT DO
WE NEED
TO MAKE
INTENSIONS
ACTIONABLE?

WE NEED BOTH MODELS



Strategic PROJECT


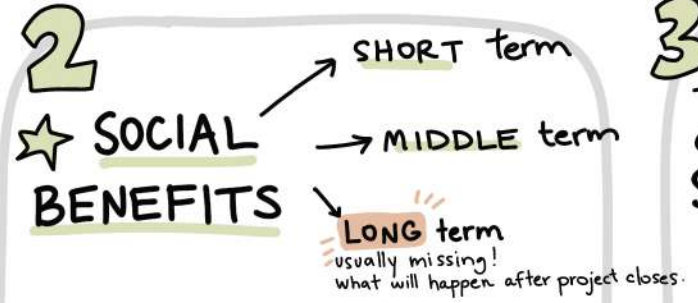
BIODIVERSITY ISSUE 

TOURISM HAS HIGHER IMPACT THEN "TINY" TUNGSTEN UNDERGROUND MINE

REFRAME "FORCING **YES**" FROM COMMUNITY TO OPPORTUNITY FOR COMMUNITY TO HAVE A FINAL WORD ON DECISION

A RIGHT TO SAY NO!

AS WE ENTER A CONSENSUS SEEKING PROCESS WE NEED TO ENTER THE PROCESS WITH A FAITH OF GOOD OUTCOME

Inclusion of **VARIOUS** stakeholders
LOCAL • NATIONAL • INTERNATIONAL



What **STANDARDS** are **CUSTOMERS** asking for?



PROTECTION MEASURES NEED TO BE VERY CLEARLY DEFINED & ACTIONABLE

MONITORING FRAMEWORK should be attached to the permit

→ **SOCIAL LICENSE ON USE!**



NOT FULFILING IT risk of losing a licence

ENFORCEMENT is with **PERMITTING AUTHORITY**

Permitting documentation must cover technical, financial (internal documents!) and ESG fully.

IS OUR REGULATION SUFFICIENT FOR THIS SITUATIONS?

↳ What **CHANGES** in **REGULATORY FRAMEWORK** would we suggest?

Are communities **ASKING FOR** and **OFFERED** what they **REALLY NEED?**



WE ARE IN THE GLOBAL RACE. WE NEED MORE INFORMED AND EMPOWERD GOVERNANCE

NOT PERFECT PROJECTS

1 STAKEHOLDERS

MAKE ALL PEOPLE AWARE OF THE RISKS

COMPANY

- less costs / reduce risks

COMMUNITY

- infrastructure
↳ roads
- education
- tax returns
- nature



INPUT

↳ ACTIVITIES

↳ OUTPUTS

↳ IMPACTS

ENVIRONMENT

- ↑ water quality
- ↑ water access
- restoration post-mine
- monitoring impact



PUBLIC AUTHORITY

- compliance
- protect nature
- create employment opportunities

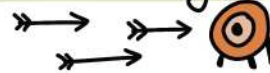
2 DECISIONS IN THE COMPANY ARE MADE WITH INCLUSION OF EXTERNAL STAKEHOLDERS ON RELEVANT TOPICS

EXTERNAL **ADVISORY BOARD** INCLUDES LOCAL PEOPLE

INNOVATIVE SOLUTIONS



STRATEGIC PLAN KPIs should be aligned with national and EU targets



OPEN PARTICIPATION OF LOCAL PEOPLE

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TRANSFORMING STAKEHOLDERS to

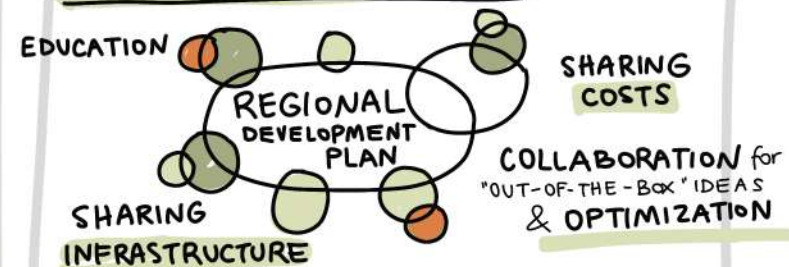
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SHAREHOLDERS

3 RESOURCE RECOVERY

- ★ INITIATIVES THAT ARE INCREASING THE PRODUCT VALUE JUSTIFIED BY PRICING OR STRATEGIC PARTNERSHIP WITH BUYER → FOCUS ON TAILINGS FOR ENVIRONMENTAL & REPROCESSING OPPORTUNITIES



MANAGING COSTS



LOCALIZATION

- SERVICES
 - SUPPLIERS
- FOSTER INDEPENDANCE FROM THE MINE.

SKILLS TO GROW SUCCESSFUL SMEs

TRANSPARENCY

- RAW DATA
- UNDERSTANDABLE NARRATIVE
- TECH MANAGEMENT CAN TALK TO LOCAL PEOPLE



OWNERSHIP
FOCUS ON VALUE-CREATION FOR COMMUNITIES

IMPLEMENTING COMMUNITY INFLUENCE FROM EARLY ON.
COMMUNITY NEEDS TO FILL IN THE CRACKS

INTEGRATION & ROADMAP

What is the **PURPOSE** of what we do here?
WE ENSURE **ACCESS TO CRM**, VALUE TO ALL STAKEHOLDERS & MINIMIZE RISKS.

We shouldn't be afraid of the present.
WE PROVIDE **SOLUTIONS** FOR THE FUTURE.

Get the **LOCAL MANAGEMENT**



Changing the **BUSINESS MODEL**:
Creating **SERVICES** that support the mine and can continue to operate when mine closes.

MINING IS THE SECTOR WITH THE MOST RESTRICTIONS
AND IT HAS **DEVELOPED** IMMENSELY - technology
- security
- social engagement
- environmental performance

ALL OF THIS IS IN RISK BECAUSE OF GEOPOLITICS

OF CRUCIAL IMPORTANCE TO WIDEN **KNOWLEDGE** ABOUT THE RESOURCES

AFORDABILITY vs. AVAILABILITY of CRMs
IN EU WE PAY CHEAPLY FOR CRMs AND WE "PRETEND" TO CARE ABOUT PEOPLE & ENVIRONMENTS WHERE THEY ARE SOURCED
Only when we will lose trade agreements will we be forced to act quickly.



COMMUNITY DEVELOPMENT AGREEMENTS
NOT AIMING FOR **DECISIONS** THAT EVERYBODY AGREES 100% BUT DECISIONS THAT ARE **GOOD ENOUGH** AND HAVE NO SIGNIFICANT OBJECTIONS

Google consensus vs consent