

ISSUES TO CONSIDER WHEN

# MAKING A DECISION TO PUT A MINE ON 'CARE & MAINTENANCE'

AUGUST 2017

## THIS PUBLICATION WILL FOCUS ON YOUR:

- + Environmental obligations
- + Employees and consultants
- + Health and safety obligations
- + Shareholders
- + Financiers and Insurers
- + Titles
- + Contracts
- + Board and Other Stakeholders

# INTRODUCTION

In these times of falling commodity prices, constrained debt and equity markets and high visibility cost reduction strategies, it is not surprising that a number of mining companies are considering placing their mining projects on care and maintenance.

Whilst the decision to put a mine on care and maintenance is primarily a business decision, executing it the right way will save considerable costs, time and effort in the long run and allow for a rapid ramp up and resumption of operations should a decision be made to resume operations.

In this publication, we set out the key areas that companies should focus on when taking a decision to put a mine on care and maintenance, namely:

- + identifying and managing your ongoing environmental obligations with respect to the mine-site;
- + dealing with your employees and consultants;
- + auditing and complying with ongoing health and safety obligations;
- + communicating with shareholders and strategic investors;
- + notifying, consulting and managing your financiers and insurers;
- + maintaining and retaining your mining tenements and other titles;
- + managing your ongoing contractual obligations and communications with counter-parties;
- + providing your directors with sufficient and appropriate information and advice in order for them to make an informed decision; and
- + notifying and consulting all of your other stakeholders.

Gilbert + Tobin have significant expertise across all legal issues involved in considering and executing a decision to place a mine on care and maintenance. Please contact us if you have any queries or require any assistance.

We hope you find this information useful.

## YOUR ENVIRONMENTAL OBLIGATIONS

In deciding whether to place a mine on care and maintenance, mine operators need to be aware that they must meet ongoing environmental obligations during this period. If mine operators do not comply with the tenement conditions and other environmental approvals, then the tenement(s) may be at risk of forfeiture action, and the mine operator may be prosecuted for environmental offences.

### ENVIRONMENTAL AUDITS

As soon as possible after the decision is made to place a site on care and maintenance, an environmental audit of the site should be carried out. This audit will involve all landforms and infrastructure being allocated an environmental risk status for the expected care and maintenance period, and if unknown, for the next 2 years as a minimum. It should also consider whether there is scope to reduce the frequency of environmental monitoring and reporting (thereby reducing compliance costs) while the mine is in care and maintenance period.

### CARE AND MAINTENANCE PLANS

A care and maintenance plan must then be prepared based on the pre-existing mine closure plan to manage the environmental risks identified in the audit. This plan must be submitted to the DMP within 3 months of the notification of temporary closure to the relevant DMP District Inspector or at such other time as specified in writing by the DMP. The care and maintenance plan must demonstrate that ongoing environmental obligations will be met during the closure period.

Common environmental factors to be considered in preparing a care and maintenance plan include:

- + how the dispersal of waste dump or tailings material to the surrounding environment can be prevented;
- + appropriate storage or disposal procedures for process-related materials from treatment plants and hydrocarbons; and

- + the implementation of appropriate bunding or other surface drainage structures to ensure open pits and underground workings do not store water (creating disposal issues if operations recommence) and issues for downstream vegetation systems.

The plan will also need to provide for appropriate measures to prevent erosion, seepage, groundwater contamination and pollution of the surrounding area.

### EMERGENCY RESPONSE PLANS

It is critical that, in addition to the care and maintenance plan, an emergency response action plan is in place with clear lines of communication to ensure that any serious environmental harm is dealt with in a timely manner.

### MONITORING AND REPORTING

As environmental reporting obligations continue during care and maintenance periods, regular monitoring and reporting to the DMP must continue to be carried out. This is especially important as inspectors have powers to conduct inspections and monitor environmental compliance. Any environmental incidents and potential major incidents must be reported at the time of occurrence or discovery.

It is intended that, if the above requirements are complied with, operations can recommence when circumstances warrant.

### CHECKLIST ITEMS:

- Conduct an environmental audit identifying the environmental risks associated with all landforms and infrastructure.
- Prepare a care and maintenance plan to manage the environmental risks identified in the audit.
- Submit the care and maintenance plan to the DMP within 3 months of the notification of temporary closure.
- Prepare an emergency response plan to ensure any adverse environmental harm is addressed in a timely manner.
- Monitor the site and submit regular environmental reports to the DMP.

## YOUR EMPLOYEES + CONSULTANTS

A decision to place a mine on care and maintenance will have obvious and significant implications for your workforce. As part of this process, you will need to consider dismissing some employees and consultants and offering different positions and contractual terms to others. In considering these issues, the following will be important.

### EMPLOYEES

- + Review and comply with applicable employment contracts, enterprise agreements, awards and company policies;
  - + Consult with your employees and any relevant unions if you need to. Most awards and enterprise agreements require consultation and prescribe the steps that must be followed throughout the consultation process;
  - + Identify the positions to be made redundant. If there is more than one employee in each position, establish selection criteria to assess the employees holding the targeted position so that you can identify the employees to be dismissed;
  - + Consider whether any alternative positions are available within your business (or the business of your related entities) and whether you need to offer alternative employment in order to minimise exposure to unfair dismissal claims. If alternative employment is offered, any contractual changes should be confirmed in writing. Note that redundancy pay is sometimes required even if a new role is offered;
  - + Notice of termination (or pay in lieu of notice) and/or redundancy pay will be required. Check the employees' contract of employment, any applicable award or enterprise agreement, the Fair Work Act 2009 and your company policies to identify the minimum period of notice that must be given and any redundancy pay required on termination;
  - + Exercise caution when terminating employees who do not have a written or current contract of employment. These employees may have claims for reasonable notice and advice should be obtained early in the decision making process;
- + Accrued but untaken annual and long service leave must be paid to employees on termination;
  - + Seek advice about the correct tax treatment for termination payments;
  - + If not properly managed, the redundancy and termination process often leads to litigation. By adopting a fair process and seeking advice early in the decision making process, potential pitfalls can be avoided and the risk of litigation can be significantly reduced; and
  - + Closely monitor and safeguard IP and other confidential information which is often at heightened risk of being stolen, copied or lost.

### CONSULTANTS

- + Review and comply with the terms of each consultancy agreement to be terminated. Ensure that each agreement is terminated in accordance with its terms;
- + Consider whether any consultant could be an employee as a matter of law, rather than an independent contractor. Seek advice before terminating if you are not sure, or if one or more of the following apply:
  - the arrangement is for the consultant's personal services;
  - the consultant is engaged directly, rather than through a corporate entity;
  - the consultant is subject to your control in relation to how they provide their services, has fixed hours, an expectation of ongoing work and/or is paid based on time worked rather than results achieved;
  - the consultant works in your business like an employee, rather than operating their own business and generating goodwill in their business; and/or
  - you supply the place of work and/or equipment.

## YOUR HEALTH + SAFETY OBLIGATIONS

The safety obligations owed by a company which is the employer, lessee or occupier of a mine continue following the mine being placed on care and maintenance.

Statutory safety obligations are owed in respect of mining operations conducted at a mine. For the purposes of the Mines Safety and Inspection Act 1994, mining operations include all operations undertaken for the care, security and maintenance of a mine and plant at the mine during any period when production or development operations at the mine are suspended.

### HAZARD IDENTIFICATION

A key statutory safety obligation during operations and during the period of care and maintenance is that the company is required to take all practical measures to ensure that any person who accesses the mine (whether with the consent of the company or as a trespasser) is not exposed to hazards. Hazards means anything that may result in injury to a person or harm to that person's health.

To ensure that no person is exposed to hazards on the site during the care and maintenance period, all buildings, plant and equipment must be appropriately locked down and secured. Any rehabilitated or partially rehabilitated works must be bunded and fenced as required to prevent any inadvertent or uninvited access. Appropriate signage should also be placed around the site to ensure that all persons are aware that access to the site is prohibited.

### APPOINTMENT OF CARETAKER

Once the site has been evaluated for hazards during the suspension of operations and properly secured, an appropriately experienced caretaker must be appointed to undertake daily systematic monitoring of the mine and the safety measures implemented in securing the mine to ensure their ongoing effectiveness. Written reports of each inspection should be prepared by the caretaker and provided to the company. This will ensure that any issues which are identified during daily inspections are able to be promptly reported to the DMP (if necessary) and that appropriate steps are taken to reduce, minimise and eliminate the hazard in a timely manner.

### PROVIDING A SAFE WORKING ENVIRONMENT

The company will owe the usual safety obligations to any employees who are at site, including the caretaker, while the mine is on care and maintenance. These obligations may also be owed to any contractors or labour hire personnel who are deemed to be employees of the company pursuant to the Mines Safety and Inspection Act 1994 because the company maintains the requisite control over safety issues on site. As an employer, the company must ensure, so far as is practicable, that it provides and maintains a working environment, plant and system of work at the mine in which employees (or deemed employees) are not exposed to hazards. This will include, but is not limited to, ensuring that any employees who will be present on the mine while it is on care and maintenance receive the appropriate training and induction in relation to the specific issues which may arise at a mine on care and maintenance.

### EMERGENCY RESPONSE PLANS

An emergency response action plan should also be developed for implementation in the event there is a safety incident at site during the care and maintenance phase.

There is often a need for greater caution in this key transition phase when the company's financial resources and attention to procedures regarding health and safety by contractors are stretched.

### CHECKLIST ITEMS:

To ensure its safety obligations will be met a company should (prior to shutdown):

- undertake a risk assessment of all hazards at site including a consideration of the measures required to manage identified risks during the suspension of operations;
- create a checklist of hazards to be monitored (daily, weekly or monthly) by the caretaker to ensure the measures to manage hazards remain effective;
- ensure a regular reporting mechanism is in place for the caretaker (or any other personnel at site) to keep the company informed of the ongoing management of hazards and the identification of any new hazards; and
- ensure the company has developed and trained relevant personnel in a crisis response action plan for managing any incidents which may occur while the mine is on care and maintenance.

## YOUR SHAREHOLDERS

In implementing a care and maintenance plan, you will need to take care to manage stakeholder expectations, and at the same time comply with the ASX continuous disclosure regime.

### WILL YOU NEED TO DISCLOSE?

ASX's continuous disclosure regime provides that subject to certain exceptions, a company needs to immediately disclose any information that a reasonable person would expect to have a material effect on the price or value of the company's securities. Except in very exceptional circumstances, a decision to put a project in care and maintenance is something which will most likely need to be disclosed.

### WHEN AND WHAT TO DISCLOSE?

In the current market, it is likely that a number of companies are considering the possibility of putting a project on care and maintenance. Such decisions will often take weeks or months to make, and may involve discussions with (among others) contractors, JV partners, financiers, and various other stakeholders. So when do you need to disclose? The continuous disclosure regime allows companies to withhold price sensitive information from the market if the information is insufficiently definite to warrant disclosure. So whilst a company may be considering putting a project on care and maintenance, it is generally not necessary to disclose this until such time as a decision has been made by the Board. This is, of course, subject to the information remaining confidential. If the fact that the Board is considering putting a project on care and maintenance is leaked, the company's ability to rely on the exception will be lost and an announcement will need to be made immediately.

The level of disclosure required will depend on the circumstances. At a minimum, the market will largely want to know why the decision has been made, how long the company intends to keep the project on care and maintenance and what its likely plans are in the interim and for the future.

### INTERACTIONS WITH YOUR KEY INVESTORS

Shareholders hate bad surprises. In this regard, it may be helpful to announce that a review of the project is being undertaken (which may in itself be disclosable in certain circumstances). Early engagement with key investors can also help to reduce investor backlash by providing them with a 'seat at the table' when key issues are being discussed. It can also open a dialogue with respect to securing additional capital to meet the expenses of the project during the care and maintenance period and with a view to restarting the project once conditions improve. However, if a decision has been made to bring an investor 'over the wall', care should be taken to ensure there are no breaches of insider trading laws.

### BRINGING PARTIES 'OVER THE WALL'

Bringing a party 'over the wall' involves disclosing to the party that the information you wish to convey to them is inside information and that they must not trade in the securities of the company until such time as this information has been fully disclosed to the market. It is not uncommon for certain institutional or strategic investors to be informed about key decisions regarding the company's operations and, in this way, stepping 'over the wall'.

### INTERACTIONS WITH MUM AND DAD SHAREHOLDERS

A company is likely to receive a significant number of enquiries from retail shareholders following the announcement of a decision to put a project on care and maintenance. The company should plan adequately for such enquires, including training the person(s) responsible for dealing with enquires on how to respond to different enquiries that may come up. Responses to investors should be as informative as possible, but should not go beyond what has been publically disclosed by the company. Question and answer guides are also helpful in these circumstances.

### HOW TO DEAL WITH MARKET SPECULATION?

As noted earlier, a company does not have to announce that it is considering putting a project on care and maintenance until a definite decision has been made by the Board. However, this is subject to the information remaining confidential. If the information is leaked, disclosure should be made immediately. To prepare for this, the company should prepare (and update) a draft announcement so that it can be finalised at short notice if required.

## YOUR FINANCIERS + INSURERS

Financiers will obviously need to be kept up to date with a company's plans regarding placing any of the operations on care and maintenance. Early engagement is crucial. Likewise, your insurers should also be consulted and notified.

### FINANCIERS

Given the risks associated with non-compliance with financial covenants without approval or forbearance from financiers or secured creditors, the need for consideration and assessment of a company's financing and security position cannot be overstated when taking a decision to place an operation on care and maintenance.

This review would form part of a wider assessment of the company's project agreements and, relevantly, attention is required on all agreements dealing with financial indebtedness including loan agreements, note facilities, security interests and even day-to-day banking and working capital facilities.

In particular:

- + suspension of operations would likely impact an ability to perform secured obligations or meet repayment milestones;
- + a failure to notify a financier or secured creditor in making a decision to suspend, abandon or scale back operations in an unscheduled manner may be as likely to constitute an event of default as the suspension of operations itself;
- + protection of the secured property, maintenance of good title and covenants around cash flow models are common elements of financing and security documents that will need to be considered in detail;
- + the concept of 'potential event of default' typically incorporated into financing arrangements is a key protection for financiers prior to an event of default actually occurring. Accordingly, early assessment of relevant contractual obligations is a must as a potential event of default may lead to the same outcome as an actual default; and
- + defaults or disputes under other project agreements may trigger cross defaults under the financing arrangements that may provide a financier with a right of enforcement action.

Quite clearly, avoiding enforcement action by financiers and secured creditors is a key consideration under any decision to place an operation on care and maintenance. The likelihood of a financier or secured creditor granting a forbearance will depend on various factors, including the nature of a facility and the care and maintenance proposal. From a risk management and stakeholder engagement perspective, early consultation with financiers and secured creditors is of primary importance.

### INSURERS

A decision to put a mine on care and maintenance will almost invariably constitute a notifiable event under your policies of insurance. You should speak with your insurance brokers about what other implications there may be under your policies of insurance.

It is also often a good time to conduct a general review of the policies of insurance that are in place to ensure that they provide appropriate coverage given the changing nature of the mining operations.

In some circumstances, business interruption insurance (which often attracts very high premiums) can be suspended or cancelled. In addition, companies may be able to negotiate lower premiums under their existing policies given that the risk profile of the operations changes significantly in a care and maintenance phase.

## YOUR TITLES

One of the most essential considerations for any mining company contemplating placing its project on care and maintenance is how it will maintain and retain its mining titles. Maintenance of titles necessarily involves costs – annual rents, minimum expenditure, shire rates and contributions to the Mining Rehabilitation Fund to name a few. You will no doubt want to minimise those costs.

The key issues you will need to consider include:

- + ways to minimise the risk of forfeiture (e.g. by converting mining leases to retention licences, seeking retention status for prospecting and exploration licences or applying for exemptions from expenditure obligations);
- + whether some tenement(s) can be surrendered; and
- + what your ongoing liabilities will be following the surrender (or expiry or forfeiture) of the tenement.

You will also need to be mindful of the licence conditions applicable to your tenure and ensure that you can continue to comply with those conditions. Failure to comply with the conditions of the tenement may result in exposure to potential forfeiture action by the Minister.

### CONVERSION TO A RETENTION LICENCE

One option which you may want to consider is converting your tenement to a retention licence. A retention licence (which is a “holding” title) may be sought if the tenement has an identified mineral resource that is not currently able to be further explored or mined. The term of a retention licence is 5 years and it is renewable for further periods of up to 5 years.

The key benefit of a retention licence is that no prescribed minimum expenditure obligations will apply. The disadvantage of applying for a retention licence is, however, that in areas affected by a native title claim, the application will trigger the native title negotiation processes. Most companies would be reluctant to go through the native title process a second time.

### EXPENDITURE OBLIGATIONS

Where you do not anticipate meeting the required annual expenditure for a mining title, it is possible to apply for a certificate of exemption.

In the case of a mining lease it is possible to apply for a five year exemption. For the other types of mining tenements, an exemption for a period of one year may be applied for. An application for exemption must be made during the expenditure year or within 60 days after the end of the year to which the proposed exemption relates.

The grounds for seeking an exemption from expenditure are set out in the Mining Act 1978 (WA) and include, among others, that time is required to evaluate work done, plan for future exploration or mining or raise capital; that the ground contains a mineral deposit which is uneconomic but which may reasonably be expected to become economic in the future; and for any other reason which in the opinion of the Minister is sufficient to justify an exemption.

It is possible for a person to lodge an objection in relation to an application for exemption. If an objection is lodged, the matter will be heard by the Mining Warden.

### FORFEITURE FOR BREACH

If expenditure obligations are not complied with and an exemption is not obtained, there is a risk that an application for forfeiture might be made by the Minister or “any person”.

Where an application for forfeiture is made by “any person”, there will be an administrative hearing held before the Mining Warden to determine whether the breach of expenditure conditions is of sufficient gravity to warrant forfeiture. In relation to prospecting licences, the Warden may order forfeiture, impose a penalty of up to \$10,000 or dismiss the application. The Minister will then make the decision to either impose a fine or forfeit the tenement.

The DMP (on behalf of the Minister) may also issue a forfeiture notice for failure to pay rent or lodge a Form 5 Operations Report. If a forfeiture notice is issued, you will have 28 days to make payment and make submissions to the Minister as to why the tenement should not be forfeited. The Minister will then make the decision to either impose a fine or forfeit the tenement.

### SURRENDER AND ONGOING LIABILITIES

A final option to consider would be to voluntarily surrender your tenements in whole or in part. A surrender of a mining tenement will relieve you of all of your prospective obligations and liabilities in respect of the whole or part surrendered tenement from the date of surrender (but not prior). If the tenement is subject to a mortgage, the consent of the mortgagee is also required.

When land is surrendered, neither you, a person who held an interest in the tenement, nor a “related person” is able to mark out the land for a period of 3 months.

## YOUR CONTRACTS

Any significant change to the nature, scale or scope of operations – like putting your project on care and maintenance – will require a careful review of your contracts and contractual obligations.

### OPERATIONAL CONTRACTS

The first suite of contracts that should be on your agenda for review falls roughly into three categories:

- + services contracts (e.g. drilling contracts, mining contracts);
- + supply contracts (e.g. power supply, water supply); and
- + offtake contracts.

### HARDSHIP RELIEF

In undertaking your review, look for any force majeure, hardship or suspension provisions. Force majeure provisions might allow you to suspend performance of your obligations, although many contracts will not allow for this as it is purely an economic issue. Hardship clauses may be available in some circumstances, but they might only provide for renegotiation and not offer sufficient relief from existing obligations. Alternatively, there may be suspension provisions that could provide the relief you need.

In any event, you will need to determine whether you fall within the scope of the relevant force majeure, hardship or suspension provision. If so, does it give you the complete relief you need (e.g. does it suspend the right obligations)? Is the relief period long enough for your purposes? What are the associated costs (e.g. do you have to pay stand-down rates)?

### TERMINATING YOUR CONTRACTS

Alternatively, consider whether you have express rights of termination under the contract. Termination rights can be cast in a variety of ways and apply in different circumstances.

One termination right that could apply might be a termination for convenience clause. If you have the benefit of such a provision, it will generally allow you to terminate the contract at any time and for any reason. However, this right is not entirely unqualified. For example, it is not unusual for this right to be accompanied by an obligation to pay a fee. It may also be necessary to consider whether this is subject to an implied obligation of 'good faith' and whether this imposes any practical restriction on the exercise of your rights.

Another termination right that might be available is a termination for cause clause. This may be an option if your counterparty is in breach and the contract allows you to terminate for that breach. If you are able to exercise these rights, it is important to remember that you will need to take steps to mitigate your losses as the non-defaulting party.

If your circumstances do not fall within the ambit of the contract's termination provisions, it is, of course, open to you to terminate by agreement (if the counterparty is willing). (Note, a compromise might be to negotiate appropriate variations to the contract, such as extensions of time or alternative pricing arrangements.)

In any event, where you terminate pursuant to the contract, you will need to make sure you consider the requisite formalities (e.g. providing notice, observing timeframes), any associated costs (e.g. covering the cost of demobilisation of contractor personnel and equipment) and your obligations post-termination (e.g. return of information).

### JOINT VENTURES

If you are the manager of a joint venture, you will also need to closely review your joint venture and management arrangements. Check the decision-making provisions: ordinarily, this is a decision that will need to be made unanimously by the representatives on the management committee.

Once the decision is made, you will need to carefully review your management provisions to determine what activities and actions fall within your powers and functions. Some management agreements put certain decisions, such as the disposal of property above a certain value, beyond the manager's powers and into the hands of the management committee.

### OTHER CONTRACTS

There are many other contracts that you may also need to consider, even though such contracts might not form part of your day-to-day operations. This is because contracts can catch activities or actions that you might be taking during the care and maintenance period. For instance, some third party contracts may impose positive obligations on you to conduct exploration or mining operations, or to maintain tenure. Others might impose restrictions on the surrender of your tenure. Agreements of this nature might include for example, royalty agreements and mineral sharing (aka split commodity) agreements.

## YOUR BOARD + OTHER STAKEHOLDERS

Communicating effectively (and at the appropriate times) with your board and your key stakeholders will be critical in ensuring a smooth transition to care and maintenance.

### YOUR BOARD

The decision to put your company's project on care and maintenance can be one of the most significant decisions your board has to make. It requires careful planning, due diligence and attention to good governance principles. Prudent directors will demand the right information, and in sufficient detail, to assess the impact of the decision and determine what is in the best interests of shareholders.

### PROVIDING THE RIGHT INFORMATION

Timing is a crucial factor. The information should be provided to your board sufficiently in advance of the board meeting at which the ultimate decision is made so the board can make a properly informed decision. The importance of this is amplified in circumstances where the need to suspend operations becomes financially urgent and/or where certain long-lead arrangements need to be put into place (e.g. lengthy notice requirements, demobilisation of personnel).

Once the due diligence/review process begins, it then becomes necessary to consider what information is relevant to the decision. It is important to communicate regularly with your board to not only keep it informed of the status of operations and the due diligence process, but also importantly to consult with the board (either directly or through the company secretary) as to what additional information it will want from the company's management and advisors (e.g. legal, financial, environmental) – without overloading your directors with information. The board pack should include a summary of (and where appropriate, the detailed supporting materials for):

- + what is involved;
- + the consequences of the decision (e.g. risk to reputation);
- + the consequences of implementation (e.g. under financing arrangements, employee redundancies); and
- + the advantages and disadvantages (e.g. cost savings vs. restart costs).

Depending upon the scale, nature and location of your company's project, this may require a number of reviews (some or all of which may need to be conducted externally). Examples (among many) include:

- + tenure/title reviews (e.g. assessment of forfeiture risks);
- + contract reviews (e.g. as to termination or suspension rights under key contracts); and
- + corporate governance reviews (e.g. requirements of stock exchanges such as ASX and TSX).

### GROUP COMPANIES

When decision-time arrives, one very important consideration for group companies is ensuring that the right boards are making decisions in the right manner, so it is important to follow closely your group's subsidiary governance framework. Wholly-owned subsidiaries (often the holder of the project assets) are commonly viewed as an extension of the parent company, so subsidiary governance can be given less attention or overlooked. However, it is the role of the subsidiary's directors, and not the parent company, to manage the affairs of a wholly-owned subsidiary and make decisions in the best interests of the subsidiary, unless expressly permitted to act in the best interests of the parent by its constitution.

### OTHER STAKEHOLDERS

Many other key stakeholders will be involved naturally and organically as your company moves the project into the care and maintenance phase. These include financiers, mining contractors and suppliers, joint venture partners and offtake parties, as well as regulators like the ASX.

However, depending upon your company's project, there are many other parties (e.g. Native Title parties, local businesses and communities, politicians, bureaucrats, unions, environmental groups) with which communication is necessary or desirable because of the real or perceived impacts it will have on them or their portfolios.

If your company does not have a good communications/stakeholder liaison policy in place, now is the time to do so. It will also be important to balance the need for sufficiently detailed and early engagement with such stakeholders against the risks of an untimely leak of misleading or incomplete information. But it is essential to identify your key stakeholders – they are the parties you will need to be communicating with the earliest and the most frequently.

When you do communicate, make sure you are clear and consistent to make sure stakeholders are not surprised by your company's decision. Listen to and address their concerns. This is so important for your reputation, especially if you plan to continue operating within their jurisdiction or location.

## FOR FURTHER INFORMATION, PLEASE CONTACT

### ENERGY + RESOURCES



**MICHAEL BLAKISTON**

Partner  
**T** +61 8 9413 8401  
**E** mblakiston@gtlaw.com.au



**CLAIRE BOYD**

Partner  
**T** +61 8 9413 8404  
**E** cboyd@gtlaw.com.au



**PHIL EDMANDS**

Partner  
**T** +61 8 9413 8420  
**E** pedmands@gtlaw.com.au



**CHRIS FLYNN**

Partner  
**T** +61 2 9263 4321  
**E** cflynn@gtlaw.com.au

### ENERGY + RESOURCES



**JUSTIN LITTLE**

Partner  
**T** +61 8 9413 8464  
**E** jlittle@gtlaw.com.au

### CORPORATE



**JULIE ATHANASOFF**

Partner  
**T** +61 8 9413 8406  
**E** jathanasoff@gtlaw.com.au



**SARAH TURNER**

Partner  
**T** +61 8 9413 8433  
**E** sturner@gtlaw.com.au

### ENVIRONMENT



**BEN FULLER**

Special Counsel  
**T** +61 2 9263 4171  
**E** bfuller@gtlaw.com.au

### EMPLOYMENT



**DIANNE BANKS**

Partner  
**T** +61 2 9263 4041  
**E** dbanks@gtlaw.com.au

### LITIGATION



**MARSHALL MCKENNA**

Partner  
**T** +61 8 9413 8410  
**E** mmckenna@gtlaw.com.au



**TIM O'LEARY**

Partner  
**T** +61 8 9413 8408  
**E** toleary@gtlaw.com.au



### Sydney

Level 35, Tower 2  
International Towers Sydney  
200 Barangaroo Avenue  
Barangaroo NSW 2000

### Melbourne

Level 22,  
101 Collins Street  
Melbourne VIC 3000

### Perth

Level 16, Brookfield Place Tower 2,  
123 St Georges Terrace,  
Perth WA 6000

[GTLAW.COM.AU](http://GTLAW.COM.AU)