

Mining Association of Canada
Towards Sustainable Mining

27th Meeting of the
Community of Interest Advisory Panel
SUMMARY REPORT

October 2-4, 2017
Raglan Mine, Quebec

Towards Sustainable Mining
Vers le développement minier durable



Prepared by:

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Executive Summary

The Community of Interest Advisory Panel (COI Panel) is an independent multi-stakeholder group that monitors the Mining Association of Canada's (MAC) Towards Sustainable Mining (TSM) initiative's progress and serves as an external source of knowledge and experience. This executive summary provides a brief account of the meeting held between October 2 and 4, 2017 on the Raglan Mine site in Quebec.

The objectives of the October meeting were to:

1. Complete the post-verification review process for Glencore and Rio Tinto
2. To gain an increased understanding about mining in a northern remote area by visiting Glencore's Raglan Mine in Northern Quebec
3. To connect with local communities of interest in Kangiqsujuaq to learn more about key social and environmental issues that matter to communities
4. To validate the prioritization of key issues of focus for the COI Panel through the new issues tracking and materiality process

Raglan Mine Site Visit and Presentations

The Panel visited the Glencore Raglan Mine site and took a tour of the tailings management facilities, the wind turbine, and port facilities. Glencore representatives made presentations about the Raglan Agreement, Canada's first Impact Benefit Agreement between a mine company and an Indigenous population, and the Tamatumani program designed to increase Inuit participation in employment at Raglan Mine. Key points of discussion are summarized below:

Presentation: Raglan Agreement

- The presentation provided an overview of highlights of the last 20 years of engagement with local partners, including key reality checks, results achieved, and lessons learned.
- Raglan Mine employs Nunavik residents at the all levels, including professional, but are still working towards placing Inuit employees in management positions.
- Challenges faced by Glencore include communication with community members and between employees, monitoring community support, and addressing a 20% employee turnover rate.

Presentation: Tamatumani program

- Tamatumani ("second start" in Inuktitut) outlines several initiatives intended to attract and retain the largest possible number of Inuit employees.
- Some of the challenges in implementing a positive discrimination program include attracting and hiring Inuit employees, racial discrimination at the mine site and union acceptance of the program.
- Activities Glencore is undertaking to combat these challenges include intercultural training for all employees at all levels, outreach activities, training courses and loans for entrepreneurs.

Post-Verification Reviews

The Panel conducted PVRs with Glencore and Rio Tinto. Key takeaways included the following:

Effectiveness of Community Engagement

- The **Truth and Reconciliation Commission's call to action**: There is a need for cultural awareness training to address underlying racism in the workplace
- The Panel made several suggestions for increasing **community resilience**.
- The importance of sharing lessons learned across sites when developing **Impact Benefit Agreements**.

Climate Change, Energy and GHG

- The companies shared that meeting performance targets in **urban environments** and for end-of-life assets can be a challenge.
- Implementing **costlier green energy supply** is a challenge for northern, remote mine sites.
- **Reducing transportation energy/fuel use** is an opportunity that companies are pursuing.

Closure Planning and Tailings

- Companies are seeking to **minimize post-closure monitoring and maintenance** needs by planning for closure from the outset and continuing to evolve closure plans through the mine life.
- **Aggressive models for climate change scenarios** are being used to understand possible impacts to tailings closure plans in northern, arid climates and post-closure monitoring.

Biodiversity

- **Regional planning** can be achieved through landscape or watershed approaches and coordination with other organizations in biodiversity efforts.
- The Panel highlighted the importance of considering **climate change impacts** on biodiversity plans.

Panel Business

The Panel confirmed Stephen Walker as a new Panel member. Panel members discussed the need to prioritize improving gender equality of the Panel and suggested a few possible actions for the Panel Renewal Working group to consider:

- Gender equal selection committees
- Positions held for female members
- Only admitting female members until gender balance is achieved

The Panel Renewal Working Group will summarize this discussion and present the Panel with a proposal to address this issue prior to the next Panel meeting.

A process for issues tracking and prioritization was provided to the Panel and will be discussed during a phone call following this meeting.

Panel Reflections

Closing reflections on the meeting are summarized below:

- Overall, Panel members expressed appreciation for the open dialogue with the companies.
- One Panel member raised a concern that the PVR dialogue may at times provide more value to Panel members than the industry representatives.
- Several Panel members expressed interest in expanding dialogue with local communities of interest (e.g. community members, union leaders) in future meetings.
- Several Panel members shared their preference for discussing priorities and agenda topics during face-to-face meetings (vs. survey or phone).

Summary of Key Outputs from the October 2017 COI Panel Meeting

- ✓ Advice provided to Glencore, Rio Tinto, and MAC
- ✓ Deeper understanding of northern and remote mine issues by Panel members
- ✓ Confirmation of Stephen Walker as a new Panel member and a request for a proposal to increase gender equality of the Panel

1. Introduction

The Mining Association of Canada's (MAC) Communities' of Interest (COI) Advisory Panel ("the Panel") met October 2-4 2017 at Glencore's Raglan Mine in the Nunavik region of Quebec. The Panel, established in 2004, monitors the Towards Sustainable Mining (TSM) initiative's progress and serves as an external source of knowledge and experience.¹ Its mandate is to:

- Help MAC members and communities of interest improve the industry's performance
- Foster dialogue between the industry and its communities of interest
- Help achieve the goals of TSM

This report presents a summary of discussions at the October 2017 Panel meeting. Unless indicated, Panel members' comments are not attributed. While the report captures the discussion and Panel member perspectives, should there be specific decisions and recommendations proposed by the Panel, the approach and results will be described in this report and any dissenting views will be identified and recorded. Meeting presentations were shared with Panel members and this content is not duplicated in the body of this report.

2. Summary of Action Items

Below is a summary of action items arising from the COI Panel meetings. Action items are reported until complete. Action items throughout the report are underlined.

ACTION ITEMS					
#	ITEM	LINK TO REPORT	RESPONSIBLE	TIMELINE	STATUS (as of October 2017)
#2 October - 16	The Effectiveness of Community Engagement Task Force will schedule calls with the Panel at appropriate milestones to keep them informed on progress and any opportunities for input.	7.1	Effectiveness of Community Engagement task force group	2018	This item will be deferred until the review of the protocol begins in 2018
#1 March - 17	Further develop issues tracking and prioritization exercise including how to characterize input of industry vs. non-industry Panel members.	4.0	MAC / Stratos	Spring / Summer 2017	Complete
#3 March - 17	MAC to provide a briefing on the <i>Extractives Sector Transparency Measures Act</i> to the Panel in advance of the October meeting.	8.0	MAC	TBC	In progress
#1 October - 17	Panel Renewal Working Group to review Panel comments on gender equality and provide a proposal to address these concerns	6	Panel Renewal Committee	Winter 2017/2018	In progress
#2 October - 17	Follow up from Rio Tinto PVR <ul style="list-style-type: none"> • Rio Tinto to share their review of the past 20 years of learnings on community and Indigenous engagement and associated agreements with the Panel 	PVR Report	Rio Tinto	Winter 2017/2018	In progress

¹ For more information on MAC's COI Panel, visit: <http://mining.ca/towards-sustainable-mining/community-interest-advisory-Panel>

ACTION ITEMS					
#	ITEM	LINK TO REPORT	RESPONSIBLE	TIMELINE	STATUS <small>(as of October 2017)</small>
	<ul style="list-style-type: none"> • Stratos to share web links to the UK legislation and centralized database on payments to government with the Panel • Rio Tinto to provide the Panel with details of climate scenarios run by the company • Rio Tinto to provide the Panel with details of company initiatives, if any, to understand the possible impacts of climate change to Biosystems on company lands. 				

3. Overview of the Meeting

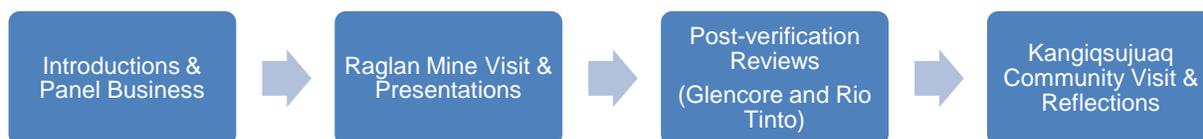
3.1. Meeting Objectives

The objectives of the October 2017 meeting were to:

1. Complete the post-verification review process for Glencore and Rio Tinto
2. Gain an increased understanding about mining in a northern remote area by visiting Glencore’s Raglan Mine in Northern Quebec
3. Connect with local communities of interest in Kangiqsujuaq to learn more about key social and environmental issues that matter to communities
4. Validate the prioritization of key issues of focus for the COI Panel through the new issues tracking and materiality process

3.2. Overview of the Agenda

The primary focus of the agenda was the post-verification reviews of Glencore and Rio Tinto. The meeting began with roundtable introductions and a discussion on Panel renewal. This was followed by a visit to Glencore’s Raglan Mine site in northern Quebec, including a tour of the wind turbine, tailings, and port facilities, and presentations on the Raglan Agreement and the Tamatumani program. Post-verification reviews (PVRs) were conducted over the course of two days with presentations and discussion by the companies. Following the PVR discussions, a roundtable of closing reflections was shared by the Panel. A community visit to Kangiqsujuaq was planned but was rescheduled later in the week due to weather, when only some Panel members were able to attend. The Panel members able to attend the community visit convened the next morning to share their reflections from the visit. The Panel agreed to discuss issue prioritization during a follow-up phone call after the meeting.



4. Raglan Mine Site Visit

4.1. Welcome and Introductions

The Panel members began the October 2017 COI Panel meeting with a tour of the Raglan Mine. Michael van Aanhout, the Panel facilitator, and Ben Chalmers, Vice-President of Sustainable Development at MAC welcomed everyone, and it was acknowledged that the Panel was meeting on the territory of the Kativik Regional Government, near the Inuit communities of Salluit and Kangiqsujuaq.

A round of introductions was made and it was noted that:

- Maya Stano, Nathan Lemphers, Stephen Kibsey, Josée Méthot, and Mark Wiseman were unable to attend.
- Although unable to attend, this would have been Stephen Kibsey's last meeting as a Panel member.
- Observers and guests attended various sessions through the day, included representatives from Glencore and Rio Tinto, and Father Séamus Finn².
- Leah Henderson from Stratos joined as rapporteur.

The full list of attendees and Panel members is included in the Appendix.

4.2. Mine Site Visit

The Panel was given a tour of the Glencore Raglan Mine site, including the wind turbine and tailings management facility. Subsequently, Glencore representatives presented on "The Raglan Agreement – 20 years later" and the Tamatumani program. For further information about Raglan, please visit Glencore's website: www.mineraglan.ca

Key points from the discussion during the tour include:

- There has been little change to the permafrost, except near the coastline due to low humidity; operations have not been impacted.
- Glencore has not observed any impacts to birds from the wind turbine.
- Wildlife in the surrounding area includes smaller animals (e.g., fox, snow hare), caribou and non-native muskox
- Glencore has begun implementing contingency measures for tailings management in case of a changing climate, including lining the tailings, building ditches to surround the tailings and developing a natural topography
- Glencore has begun trial covers for tailings closure and submits a closure plan every 5 years to the Kativik Regional and Quebec Governments.

² Father Séamus Finn is a leader in faith-based socially responsible investing and is active with the Interfaith Center on Corporate Responsibility. As part of his global advocacy work, he supported the Day of Reflection on mining organized by the Vatican.



Photo: Panel Members in front of Raglan's wind turbine

4.3. Presentation: Raglan Agreement – 20 years later

Kristan Straub, VP of Raglan Mine, presented the Panel with information on the Raglan Agreement, Canada's first Impact Benefit Agreement between an Indigenous population and a mine. The presentation provided an overview of highlights from the last 20 years of engagement with local partners, including key challenges and reality checks they had along the way, results achieved, and lessons learned.

Key themes from the Panel's discussion are summarized below.

- Raglan Mine employs Nunavimmiut (inhabitants of Nunavik) at the staff and professional levels, but not at the management level.
- Charter flights are offered by the Raglan Mine for Inuit employees that live along the Ungava and Hudson Bay coasts
- Challenges encountered in implementing the agreement include:
 - Communication (in terms of both language and terminology) with community members and between employees (as English, French and Inuktitut are all spoken).
 - Monitoring community support. Glencore currently tracks complaints and receives feedback from community members during summer site visits.
 - Turnover is a key challenge. Glencore wants to know more about why Raglan has a 20% employee turnover rate.

4.4. Presentation: Tamatumani program

Aida Puxley, Inuit Recruitment Counsellor presented on the Tamatumani program to the Panel. Tamatumani ("second start" in Inuktitut) includes several initiatives that apply to all employees and contractors, to attract and retain the largest possible number of Inuit employees.

Key themes from the Panel's discussion are summarized below.

- Glencore described some of the **challenges** of implementing a **positive discrimination program**:
 - While Inuit residents are applying for entry-level positions (approximately 30 applicants per month), this is not the case for positions beyond entry-level
 - Barriers to recruitment include Inuit residents not wanting to be separated from families, language (i.e. English), and lack of information about mining
 - Inuit employees face discrimination from other employees due to the positive discrimination program; for example, this program is not always viewed favourably by union members who value seniority
 - Positive discrimination is difficult to integrate into an automated human resources system
- Glencore shared some of the **activities they undertake to combat these challenges**, including:
 - Supporting skills training, including: partnership with Kativik school board to develop training courses where there are clear areas of demand and interest, partnerships with Inuit beneficiary enterprises to provide in-town training and support further education in the South, and training offered on-site
 - Supporting employees who face workplace discrimination by providing translation services and information on what Inuit employees can do if they encounter discrimination or racism
 - Provide intercultural training to Inuit and non-Inuit employees at all levels
 - Supporting Inuit lifestyle and culture at the facility by providing country-food kitchens for Inuit employees and providing facilities for traditional activities and a store to sell Inuit arts and crafts.
 - Conducting exit interviews with Inuit employees that choose to leave
 - Conducting outreach activities including: mine tours led by Inuit employees for high school students and Elders, a Facebook page, a recruitment video distributed to high schools that shares Inuit employee experiences, and outreach to Inuit residing in Montreal
 - Supporting business development by providing loans for Inuit entrepreneurs, releasing smaller contracts to allow smaller businesses to compete, identifying softer targets for Inuit beneficiary enterprises vs. established companies, and developing an action plan to identify how top 50 expenditures can be fulfilled by Inuit beneficiary enterprises
- Does Glencore work with Inuit candidates that have **criminal records**?
 - Glencore shared that they do not automatically exclude candidates with criminal records, although it depends on the criminal record and occupation (e.g. federal law prohibits underground miners with a criminal record from obtaining an explosives license)
 - Glencore has not identified criminal records as a significant barrier and therefore has not worked with employees to obtain pardons from criminal records; Glencore also suggested they could identify alternative occupations for candidates where having a criminal record is not a barrier
- A MAC representative shared their recollection of the Glencore PVR over 10 years ago and expressed their encouragement at seeing many challenges identified 10 years ago being addressed by the company today



Photos: Panel members throughout the mine site and community visits

5. Post-Verification Reviews (Glencore & Rio Tinto)

5.1. Background on the Post-Verification Review Process

One of the three elements of the TSM verification system is an annual post-verification review (PVR) of two member companies' performance by the COI Panel. The PVR is not a "verification of the verification" undertaken by the verification service providers for each company. Rather, it focuses on:

- Strong dialogue between member companies and the Panel to gain a better understanding of the successes and challenges regarding the key environmental and social issues in mining;
- Challenging the companies on their performance;
- Assessing whether verification is working as the Panel expected; and
- Increasing the Panel's understanding in how the TSM indicators translate into real action and build confidence in the verification process.

The Panel selected Glencore and Rio Tinto from the list of companies verifying their 2016 TSM results to undergo post-verification review in 2017. **A separate report titled "Post Verification Review Report 2017" contain the full results of the PVR sessions and can be found on the MAC website at <http://mining.ca/towards-sustainable-mining/community-interest-advisory-Panel>.**

The PVR Working Group decided on the format and themes (see below) for the discussions with both Glencore and Rio Tinto.

Effectiveness of Community Engagement	<ul style="list-style-type: none"> • Effectiveness of signed agreements • Community involvement in assessing TSM scores (Glencore) • How Canadian experiences influenced international operations (Glencore) • Community perspectives on the Innu court case (Rio Tinto)
Climate Change, Energy & GHG	<ul style="list-style-type: none"> • Performance against targets • Renewable energy projects • Climate change in the north • Supply chain power
Closure Planning	<ul style="list-style-type: none"> • Environmental and social aspects • Tailings management
Biodiversity	<ul style="list-style-type: none"> • General approach to biodiversity management

5.2. Highlights of Key Themes from the Post-Verification Discussions

A number of themes emerged during both post-verification views. Key takeaways include:

Effectiveness of Community Engagement

- **Implementing the TRC call to action for corporate Canada**
 - There is a need for cultural awareness training to address underlying racism in the workplace;
 - This training is also particularly important for increasing Indigenous participation beyond entry-level positions
- **Building resilient communities**
 - The Panel made several suggestions for increasing the resilience of community development, including:
 - Facilitating conversations on future community development
 - Identifying and supporting community-based social entrepreneurs
 - Empowering community members to hold their government(s) accountable
 - Coordinating these efforts with other stakeholders in the region
- **Implementing IBAs**
 - The importance of sharing lessons learned across sites when developing IBAs was raised by both Glencore and Rio Tinto
 - It was acknowledged that while consistency is preferred, there may be differences in IBAs, based on how and to what extent the community is impacted by mining activities

Climate Change, Energy and GHG

- **Challenges in meeting performance targets**
 - The companies shared that meeting performance targets in urban environments (e.g. smelters) and for end-of-life assets can be a challenge
- **How can mining companies be encouraged to implement costlier green energy supply?**
 - It was acknowledged by the group that this is particularly a challenge for northern, remote mine sites

- Glencore noted that lessons are being shared across industries (e.g. nickel has lower GHG emissions than copper)
- Both companies are exploring reduction of transportation energy/ fuel use as an alternative and potentially less costly measure to reduce GHG emissions

Closure Planning and Tailings

- **Post-closure monitoring**
 - Both companies shared their efforts in minimizing the need for long-term monitoring and maintenance post closure
- **Climate change impacts on tailings closure**
 - Both companies acknowledged that climate change could impact their tailings closure plans, which rely on cold (i.e. permafrost) and/or arid climates;
 - Companies are pursuing aggressive modelling of potential future scenarios and post-closure monitoring

Biodiversity

- **Importance of regional planning**
 - Both companies use landscape or watershed level perspectives to develop biodiversity plans, rather than focusing on specific species
 - Rio Tinto ensures that biodiversity offsets integrate with regional land use planning and community values
 - The Panel suggested working with other organizations (e.g. local nature initiatives, government initiatives/programs) to identify opportunities for coordination in biodiversity efforts, particularly in urban environments
- **Considering climate change impacts on biodiversity**
 - The Panel highlighted the importance of considering external impacts, such as climate change, during biodiversity planning

6. Community Visit

The Panel had planned to visit the community of Kangiqsujuaq to meet with community members and to observe the Annual Raglan Environmental Forum, however, the visit was cancelled due to bad weather. Instead, the Panel was split into two groups; one group went to Glencore's Core Shack to learn about how new deposits are identified through exploration, analysed and mined. This group also had an opportunity to hear from a couple of Inuit employees about their experiences working at Raglan. The other group went to Glencore's mill to understand how ore is processed. Following this tour, most Panel members elected to visit Deception Bay, Raglan's port facility.



Photo: Panel members during the Raglan site visit



Photo: Core samples from Raglan

The community visit was rescheduled for Wednesday afternoon, where only some Panel members were able to attend due to flight schedules. The remaining Panel members shared the following reflections from their community visit experience:

- **Increasing the level of community engagement**
 - Glencore has tried providing incentives for participation (e.g. door prizes), but found participants were focused on the prize announcement rather than the topic being discussed
 - One Panel member suggested walking around the community and having conversations from household to household, which is time consuming but effective; ideally Inuit employees would visit the communities to represent the mine and discuss issues
 - One Panel member emphasized it is important to have an ongoing presence to build trust
 - One Panel member suggested laying out tables and chairs in a way that enables flow in and out of the room
 - One Panel member suggested that there is a linkage between safe operations and community relations
- **Increasing local employment**
 - A Panel member suggested that hiring managers travel with recruiters into communities
 - A Panel member suggested creating a library at the school with a section dedicated to the mining industry; this would support both local employment and community engagement
- **Supporting community development**
 - One challenge with community development identified in the discussion was the need clarify community expectations by being clear about where the company can help and where it can't.
 - Panel members discussed how Glencore could support community development, including through facilitating conversations about community sustainable development and sharing information about supporting programs, such as CanNor's program for community readiness
- One Panel member suggested that Glencore's experience with the Environmental Forum could be shared with the MAC Board³

7. Panel Business

7.1. Panel Renewal

The COI Panel confirmed a recommendation to nominate Stephen Walker to the finance seat on the Panel, as recommended by the Panel Renewal Working Group.

The Panel discussed the importance of gender equality on the Panel. Several suggestions were made by Panel members, for consideration by the Panel Renewal Working Group:

- Consider offering the position to both Stephen Walker and Julie Desjardins
- Consider only accepting female applicants for open positions until gender balance is achieved
- Consider establishing and maintaining a gender-balanced selection committee
- Consider setting aside certain positions for women (e.g., the community development category)
- Consider gender balance from the perspective of the LGTBQ+ community

³ This action was completed in November 2017.

- One Panel member recommended that more than one member of the Panel Renewal Working Group should conduct future interviews; the Panel Renewal Working Group acknowledged this comment and shared that it was only due to extenuating circumstances that a single member conducted the interview
- **Action:** The Panel Renewal Working Group agreed to review these ideas and present a proposal to address these concerns prior to the next COI Panel meeting

7.2. Issues Tracking and Prioritization and Agenda Setting Process

The COI Panel and the MAC Board wanted to clarify the agenda setting process for the COI Panel to create a clear process that will create more transparent decision making and clarify why and when the Panel is discussing certain issues. The Issues Tracking and Materiality Working Group and Stratos developed a process, conducted a survey with Panel members to prioritize issues and share the results with the Panel during the meeting. Due to lack of time, it was agreed that Stratos would re-open the survey to ensure that all members had a chance to complete it, re-send the results and move forward with selecting the agenda setting topics based on the results. The Panel will meet again via teleconference to confirm the agenda setting process, prior to the start of the New Year.

8. Closing Reflections and Meeting Evaluation

The Panel shared reflections following the PVR process, which is captured in further detail in the “Post Verification Review Report 2017”. Some Panel members that were able to attend the community visit also shared their reflections prior to departure. Seven members also provided feedback via the optional online survey tool. Highlights from the discussion are summarized below.

- **Overall feedback of the meeting**
 - According to the evaluation survey, all of respondents felt that the meeting was excellent or good although some noted that they were disappointed about not being able to visit the community due to weather. All respondents thought that the meeting was well organized (even with the challenges of unpredictable weather) and that there was enough time to adequately express their interests. The majority thought that the facilitation was excellent – with one member noting that it was flexible and inclusive, ensuring that each segment ended well, and one member noting how sticking to the allotted start and end times is important.
- **Post Verification Review**
 - Overall, Panel members expressed appreciation for the open dialogue with the companies and acknowledged the significant amount of work that was put into preparing for the PVR process
 - One Panel member raised a concern that the COI Panel may not be providing enough feedback to the members during the PVR on the information they provided

“It was an exceptional meeting - being onsite allowed for many interactions that would otherwise have been more abstract”

“I was really impressed by the great wisdom and vision of the COI panel members and their capability to exchange in open and honest manner.”

“This is a very open and receptive group that seemed to gel very well in this setting. I think we built on each other’s inputs.”

- Another Panel member noted that exchange of ideas of the direction on community engagement taken by the Panel may not have been helpful to industry members
- **Communities of Interest engagement**
 - Several Panel members expressed interest in expanding dialogue with local communities of interest (e.g. community members, union leaders) in future meetings, to better understand their perspectives (i.e. how they see the world, in broader terms than just mining)
- **Agenda-setting process**
 - Several Panel members shared their preference for discussing priorities and agenda topics during face-to-face meetings (vs. survey or phone)



Photo: Deception Bay

Appendix A: List of Participants

TSM Community of Interest (COI) Advisory Panel 2017 Membership List

COI Panel Category	Name
Social NGO including faith-based groups	Joy Kennedy
Aboriginal people	Dan Benoit
	Theresa Baikie
Environment	Stephen Hazell
	Nathan Lemphers*
International development	Philip Oxhorn
Economic / community development	Chief David Walkem
	Tim Johnston
Finance/investment	Stephen Kibsey*
Labour/workplace	Doug Olthuis
Expert	Maya Stano*
Industry representatives	Cory McPhee
	Scott Yarrow
	Pierre Gratton
	Peter Read
	Shirley Neault
	Michel Julien
	Mark Wiseman*
	Josée Méthot*

* Regrets

Additional Attendees	Organization
Presenters / Guests	
Elise Cayouette	Glencore
Anna Krutikov	
Andrea Birrer	
Kelly Paine	Rio Tinto
Janina Gawler	
David Wells	
Rebecca Alty	
Carolyn Chisholm	
Father Seamus Finn	Interfaith Center on Corporate Responsibility
Organizers	
Ben Chalmers	Mining Association of Canada
Rebecca Lafontaine	
Marilyn Fortin	
Michael van Aanhout	Stratos
Leah Henderson	