

Mining Association of Canada  
Towards Sustainable Mining

Meeting of the  
**Community of Interest Advisory Panel**  
**Post-Verification Review Report**

April 13<sup>th</sup>, 2021 and June 21<sup>st</sup>, 2021  
Virtual Meeting



**Towards Sustainable Mining**  
Vers le développement minier durable



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## 1. Introduction

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The purpose of this report is to present the summary of discussions of the Mining Association of Canada (MAC) Community of Interest Advisory (COI) Panel (“the Panel”) post-verification review (PVR) for Syncrude and Baffinland. These two member companies verifying their 2019 TSM results were selected to undergo a post-verification review (PVR) in 2020. Due to the global pandemic, the PVR was delayed until spring of 2021. Although Baffinland’s PVR dialogue was postponed to June 21<sup>st</sup> due to regulatory hearings and a COVID-19 outbreak at their mine site, Syncrude’s team joined the Panel on April 13<sup>th</sup> to discuss their results. Meeting presentations and briefing materials were provided to the Panel and are not duplicated in the body of this report.

This report is organized by the following sections:

- Section 2: Towards Sustainable Mining (TSM) initiative
- Section 3: TSM verification system
- Section 4: COI Panel PVR process
- Section 5: Results and discussion of the 2021 PVR: Syncrude
- Section 6: Results and discussion of the 2021 PVR: Baffinland
- Section 7: Key takeaways from the 2021 PVR
- Section 8: Panel feedback on the PVR process

## 2. Towards Sustainable Mining Initiative

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Established in 2004, TSM is the Canadian mining industry’s commitment to responsible mining. It is a set of tools and indicators to drive performance and ensure that key mining risks are managed responsibly at participating mining and metallurgical facilities. By adhering to the principles of TSM, mining companies demonstrate leadership by:

- Engaging with communities
- Driving world-leading environmental practices
- Committing to the safety and health of employees and surrounding communities

Participation in TSM is a condition of membership in MAC. It requires that members subscribe to a set of guiding principles that are supported by specific performance indicators against which member companies must report their results. All MAC members must report against indicators in the following performance measurement protocols:

- Aboriginal and Community Outreach<sup>1</sup>
- Energy and Greenhouse Gas (GHG) Emissions Management<sup>2</sup>

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<sup>1</sup> The Indigenous and Community relations Protocol published in 2019 represents a major update to this protocol. Facilities began using this version in 2020, with first reporting in 2021. Aggregate results will be published in 2021, followed by facility-level results in 2022.

<sup>2</sup> The TSM Climate Change Protocol published in 2021 represents a major update to the TSM Energy Use and GHG Emissions Management Protocol. Facilities will produce their first internal reports on the TSM Climate Change Protocol in 2022, followed by first public reporting in 2023.

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- Tailings Management
- Biodiversity Conservation Management
- Safety and Health
- Crisis Management and Communications Planning
- Preventing Child and Forced Labour
- Water Stewardship (public reporting to begin in 2021)

For more information on TSM, including company scores, governance, and oversight by the Panel, visit <http://mining.ca/towards-sustainable-mining>

### 3. Towards Sustainable Mining External Verification System

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TSM includes several elements to ensure that reported results present an accurate picture of each facility’s management systems and performance. Figure 1 identifies the different layers of assurance embedded in TSM.

This report is focused on the final layer: the COI Panel Review. Each year, the Panel chooses two companies that have undergone an external verification for the PVR.

More information on the TSM assurance process, including the [terms of reference](#) for verification service providers, can be found on MAC’s website.

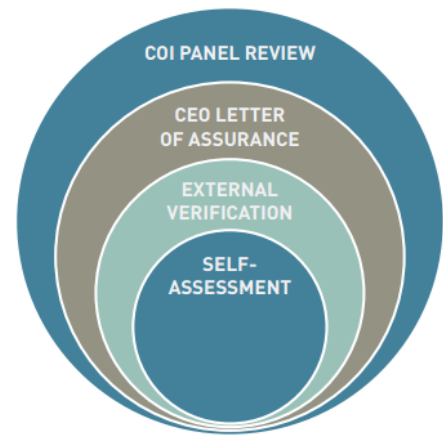


Figure 1: TSM assurance levels

### 4. COI Panel Post-Verification Review Process

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The purpose of the PVR process is to have the Panel lend public credibility to the TSM results by:

- ✓ Engaging in dialogue with the companies undertaking the PVR to identify best practices and challenges on environmental and social issues faced by mining companies and communities,
- ✓ Driving continued performance improvements by identifying both opportunities and impediments to reaching the highest level of TSM performance,
- ✓ Determining whether the member companies are finding the verification process useful,
- ✓ Bringing cohesiveness in the application of the self-assessment and verification processes; and,
- ✓ Improving TSM (including the verification process).

The Panel agreed that the PVR process is **not intended to be a “verification of the verification”** undertaken by the verification service providers for each company. Rather it should focus on building a meaningful dialogue with the companies selected to undergo the PVR process:

- to gain a better understanding of the successes and challenges regarding the key environmental and social issues in mining;

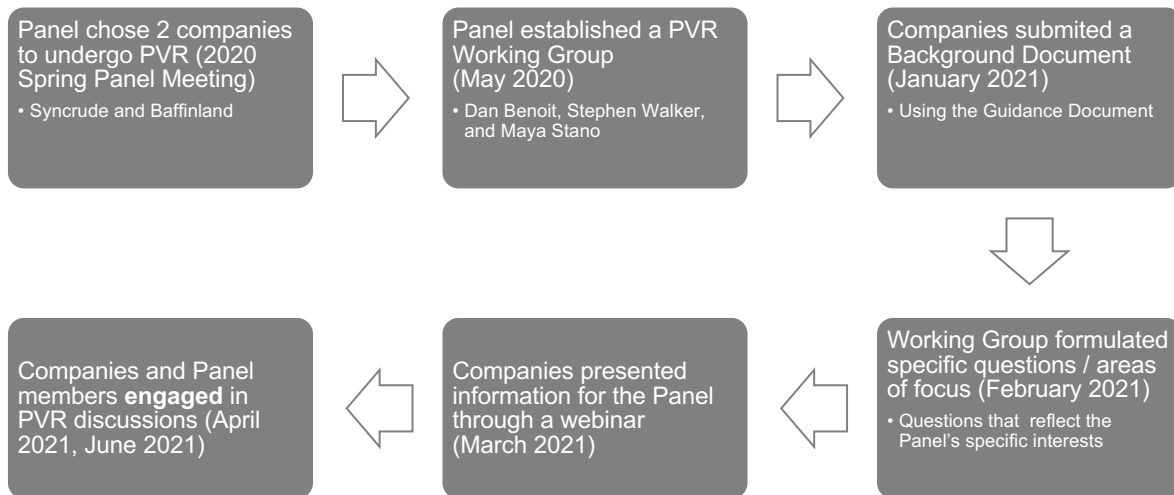
- to challenge the companies on their performance; and
- to determine whether verification is working as the Panel expected.

The PVR process should also allow the Panel to gain understanding in how the TSM indicators translate into real action and build confidence in the verification process.

The scope of the PVR process includes the verification process (design, etc.), the verified results, lessons learned, and changes needed to improve performance identified by the company. The specific areas of focus for each year’s PVR are decided by the Panel. A subset of the protocols may be chosen by the Panel for deeper examination in the hope of exploring how companies are taking action to meet the protocol criteria.

**Syncrude and Baffinland were the two member companies verifying their 2019 TSM results to undergo a post-verification review (PVR) in 2020.** However, due to the global pandemic, PVR was delayed until spring of 2021. Syncrude’s team joined the Panel on April 13th to discuss their results, and the Baffinland PVR dialogue was held on June 21<sup>st</sup>.

As part of the process, companies undergoing the PVR are asked to prepare a Company Background Document and webinar presentations to help the Panel understand the company, its verified TSM results, and any relevant background information prior to the PVR Dialogue. Figure 2 outlines the PVR process.



**Figure 2: PVR Process 2021**

The PVR Working Group reviews the company background documents and decides on the focus areas and approach for engaging with the companies. This year, the PVR Working Group was composed of the following Panel members: Dan Benoit, Sujane Kandasamy, Jocelyn Fraser, and Tim Johnston.

The PVR Working Group decided on the following themes for the webinar and virtual PVR dialogue with Syncrude and Baffinland (see below). The companies answered specific questions during the webinar and provided additional information on the focus areas to prepare the Panel for the virtual PVR dialogue.



Topics of Interest:

- **Aboriginal and community outreach**, including challenges, best practices, and lessons learned.
- **Energy and GHGs**, including challenges, best practices, and lessons learned.
- **Tailings management**, including challenges and future plans.

Topics of Interest:

- **Aboriginal and community outreach**, including more information on the relationship between Baffinland and the communities, and how the company is working to build trust.
- **Energy and GHGs**, including additional details on existing and future planned approaches to managing energy and GHG emissions
- **Biodiversity**, including existing and planned mitigations for potential impacts to species and the environment in response to community concerns raised.
- **Health and Safety**, including how corporate values related to health and safety have translated to enhanced performance/practices.

This report summarizes the information provided by the companies in their PVRs and the ensuing Panel discussion.

## 5. Results of the Post-Verification Review: Syncrude

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### About Syncrude

Syncrude is one of the largest producers of crude oil from Canada's oil sands. The company operates large oil sands mines, a utilities plant, bitumen extraction plant and upgrading facility that processes bitumen and produces value-added light, sweet crude oil for domestic consumption and export.

The following Syncrude team members attended the PVR discussions with the Panel:

- Mark Kruger, Senior Sustainability Advisor
- Peter Read, Vice President, Joint Venture Effectiveness
- Ken Bell, Vice President, Strategic Planning
- Kara Flynn, Vice President, Government & Public Affairs

Additional information on Syncrude and its performance can be found on its website:  
<https://www.syncrude.ca/>

The facilitator opened the PVR dialogue with some virtual housekeeping and invited the Panel to introduce themselves in a roundtable. The ensuing discussion was centered around the three themes identified by the PVR working group members.

## 5.1 Aboriginal and Community Outreach

During the dialogue, the Panel discussed Syncrude's community engagement, including social performance metrics and Impact Benefit Agreements (IBAs).

### *Social Performance Metrics*

The Panel's discussion on this topic is summarized below by theme.

- **Social performance metrics**
  - Syncrude tracks social performance metrics across different areas, including employment, procurement, education and training, and environmental stewardship. Moving forward, a greater analysis of the intersectionality of these issues will be required as Syncrude works towards a gender-based analysis plus (GBA+) mindset for social performance.
- **Reporting on outcomes**
  - A Panel member commented that Syncrude's reporting would be more impactful if the company shifted to measuring outcomes rather than outputs (e.g., knowing the number of participants in an education program is less impactful than knowing how many participants in the program received a scholarship as a result).
  - Syncrude shared that reporting on outcome level indicators can be challenging because of privacy laws that prevent Syncrude from tracking data on individuals that are not employees and because evidence is often anecdotal.
- **Seeking community feedback**
  - Syncrude has several formal and informal mechanisms for seeking community feedback, including its' own COI Panel, formal committees, and dedicated staff working with communities. Feedback is sought at various points throughout the year on topics such as issues of importance, emerging trends, and reporting metrics.
  - A Panel member inquired how the community's feedback is integrated into Syncrude's TSM Evaluation. Syncrude responded that they provide the verifier with a list of community representatives and the verifier is asked to reach out to discuss Syncrude's performance. For the 2019 assessment, three communities were engaged.

### *Impact Benefit Agreements (IBAs)*

The Panel's discussion on this topic is summarized below by theme.

- **Process for negotiating agreements**
  - Syncrude undertakes an extensive mapping process to identify the project's potential impacts on communities and Indigenous rights. This mapping process informs level of impact and guides, each community receives a score that is factored into Syncrude's approach to negotiations.
  - A Panel member inquired why Syncrude was not able to reach full agreements with two communities for the Mildred Lake Extension project.
  - Syncrude responded that a full agreement was not reached with the first community because their traditional territories did not overlap with the projects' spatial footprint. A full agreement was not reached with the second community because the parties could not come to amenable terms. However, Syncrude continues efforts to maintain good relationships and engage these communities on these and other projects.

- **Fiscal compensation**
  - A Panel member inquired whether IBAs are a fixed dollar amount or fluctuate with the company's profitability.
  - Syncrude responded that there are different types of agreements. In some cases, investments will be front-loaded (e.g., investment toward community infrastructure, business/procurement commitments). In other cases, there are adjustments based on Syncrude's net disturbance to the community's traditional territory (i.e., greater disturbance translates into a greater fiscal obligation).
  - IBAs are subject to a confidentiality clause at the request of communities. The terms of agreements can only be shared when there is mutual agreement between the community and Syncrude or for regulatory purposes.
- **Defining Indigenous contracts**
  - Syncrude defines an Indigenous business as a business that is over 51% Indigenous-owned and controlled. Syncrude relies on the Canadian Council for Aboriginal Business (CCAB) or the Northeastern Alberta Aboriginal Business Association (NAABA) to confirm that a business is Indigenous-owned.

## 5.2 Energy Use and GHG Emissions

During the dialogue, the Panel discussed the company's climate change policies, research and development, and adaptation measures.

### *Climate Change Policies*

The Panel's discussion on this topic is summarized below.

- Syncrude's sustainability strategy includes GHG emissions reductions. Through this strategy, Syncrude advocates to governments to implement effective policies, investigates initiatives to reduce energy consumption, and invests in research and development of technologies that have applications in the oil sands.
- The strategy is reviewed by all owners in the joint venture each year. When Suncor takes over operations, they will work directly with the other owners to update the strategy.
- Syncrude has not made a net-zero commitment; however, the company is exploring what this type of commitment might look like and the tools available to achieve it.
- Syncrude does not set an internal price on carbon. Instead, the company relies on the latest provincial or federal price for evaluating projects and their benefits.

### *Research and Technology Development*

The Panel's discussion on this topic is summarized below.

- Syncrude is pursuing short-term (within current leases) and long-term (future leases) technological solutions to improve performance.
- Externally, Syncrude partners with universities across Canada and the United States to conduct research. Syncrude is also a part of Canada's Oil Sands Innovation Alliance, an alliance of oil sands producers focused on accelerating the pace of improvement in environmental performance in Canada's oil sands through collaborative action and innovation.



- Internally, Syncrude is developing its' own technologies and has commercial-scale pilots ongoing. For example, the company is piloting the use of waste petroleum coke to filter and clean oil sands process water to a point where it would be suitable for release.

### ***Adaptation and Mitigation Measures***

The Panel's discussion on this topic is summarized below.

- Syncrude is mainly focused on adaptation measures for closure planning. Short term, Syncrude is taking a climate change resiliency perspective. For example, making sure that tailings ponds and containment consider extreme weather events. Long term, Syncrude runs scenarios based on climate modeling ranges to make sure that closure plans are resilient to future temperature and precipitation ranges.
- Currently, 85% of the company's water use is from recycled water and the other 15% is from the Athabasca River. Syncrude monitors water flows in the Athabasca River to try to minimize impacts during low flows.

## **5.3 Tailings Management**

During the dialogue, the Panel discussed reclamation, including challenges and future planning.

### ***Reclamation***

The discussion on this topic is summarized below.

- Syncrude has invested over three billion dollars in the conversion of tailings materials into reclaimable landscapes (e.g., Syncrude's sandhill fen).
- Syncrude has developed a commercial-scale demonstration of pit lake technology. This involves adding a layer of water over fluid tailings to physically isolate the tailings and create a lake. This lake would eventually be connected with the surrounding environment at mine closure. Syncrude continues to engage local communities and government towards receiving regulatory approval for this technology.
- A Panel member inquired why the total percentage of Syncrude's reclaimed land is not greater than 13%. Syncrude responded that this percentage only represents fully reclaimed land. However, the company has many pits at different stages of reclamation. Syncrude is working with the Government of Alberta to acknowledge this progressive reclamation process (e.g., adequately decommissioned, filled to an adequate substrate, and presence of healthy trees and vegetation).
- A Panel member inquired how the percentage of reclaimed lands will be impacted by plans to mine new leases. Syncrude responded that they are reaching a point where reclamation on their collective operations is going to start outpacing new disturbance. As a result, the net disturbance to land will begin to decrease in 2035.

## **5.4 Syncrude's TSM Assessment Results**

See the [2020 TSM Progress Report](#) for Syncrude's full TSM scores.

## 6. Results of the Post-Verification Review: Baffinland

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### About Baffinland

Baffinland Iron Mines Corporation (Baffinland) operates a high-grade iron ore mine located on Baffin Island, approximately 160 km south-southwest of the nearest community of Pond Inlet (Mittimatalik), in the Qikiqtani region of Nunavut, Canada.

Unique to Baffinland's operations is that the high-grade ore can be shipped directly to markets following crushing and screening – no concentrating or processing is needed, and therefore no tailings and very little waste rock produced. Iron ore is then shipped to international markets during a short shipping season.

The following Baffinland team members attended the PVR discussions with the Panel:

- Udlu Hanson, Vice President, Community & Strategic Development
- Timothy Sewell, Senior Director Health, Safety, Environment, Security and Training
- Lou Kamermans, Senior Director, Sustainable Development
- Genevieve Morinville, Community Resource Services Manager/ESG Manager
- Matthew Clark, Manager, Recruitment & Inuit Access
- Qauyisaq Etitiq, IIBA Coordination Manager
- Carly Orser, Corporate IIBA Compliance Lead

Additional information on Baffinland and its performance can be found on its website:  
<https://www.baffinland.com/>

The facilitator opened the PVR dialogue acknowledging Indigenous Peoples Day and invited the Panel to introduce themselves in a roundtable. The ensuing discussion was centered around the four themes identified by the PVR working group members.

### 6.1 Aboriginal and Community Outreach

During the dialogue, the Panel spent a considerable amount of time discussing Aboriginal and community outreach efforts, including community perceptions, public hearings, participatory monitoring, and Inuit employment.

#### ***Community Perceptions***

The Panel's discussion on this topic is summarized below.

- **Phase 2 Expansion Project**
  - Baffinland has endeavoured to build good relationships with communities. However, there remain some disagreements around the proposed Phase 2 Expansion Proposal ("Phase 2") (i.e., the doubling of production that will result in increased shipping and the construction and operation of a rail line).
  - Baffinland's understanding is that there is some concern around the company's ability to address concerns before moving forward with the proposed expansion. The key message that Baffinland has heard is that they need to slow down, not stop, the process. There is

also concern that the local communities are not receiving direct benefits as a result of the Project from the Company directly or from the Designated Inuit Organization.

- Baffinland shared that there are differences between what the company is hearing in communities through engagement efforts and what is being reported in the media and in the public hearings.
- **Mitigation by Design**
  - To address concerns of scale under Phase 2, Baffinland is working towards a mitigation by design approach, whereby the design of the expansion will respond to and provide solutions for several concerns. For example, shifting to rail will reduce some of the impact of dust, which is a concern for communities.

### ***Public Hearings***

The Panel's discussion on this topic is summarized below.

- A Panel member inquired how COVID-19 and the Nunavut Impact Review Board (NIRB) process contributed to strained community relations.
- Baffinland responded that, during the public hearings, NIRB tried to facilitate an open process where everyone's voices could be heard by giving speakers space and time to share their thoughts and reflections. However, the number of speakers and the length of their interventions created such significant delays that NIRB was required to re-convene the Hearing and to set limitations on time allotments for interventions. This was not well received by some participants.
- Furthermore, Inuit culture has a strong oral tradition and when NIRB sought alternative ways of seeking feedback in the face of COVID-19 delays (e.g., written), these alternatives were not fully embraced by some parties. This was further complicated because Baffinland could not engage with the communities in the way that they might typically do, due to the pandemic.
- The technical sessions portion of the public hearing is now near complete and Baffinland is waiting for NIRB to determine when it will be possible to reconvene. Given the preference to meet in-person, the process has been delayed due to a COVID-19 outbreak in Iqaluit.

### ***Participatory Monitoring***

The Panel's discussion on this topic is summarized below.

- Baffinland strives to include Inuit in monitoring programs, including terrestrial programs as well as marine programs such as ship-based monitoring, marine mammal aerial surveys, hydro-acoustic monitoring, and tagging studies, amongst others.
- On average, 50% of those conducting the monitoring are Inuit participants, and the other 50% are consultants. Inuit participation is highest in marine monitoring programs.

### ***Inuit Employment***

The Panel's discussion on this topic is summarized below.

- **Retention and Career Advancement**
  - Baffinland conducts regular interviews with existing employees to better understand their experience working on-site (e.g., what they enjoy, what could be done better) and their desired career path.
  - When an employee leaves the company, Baffinland conducts exit interviews, tracks the results, and looks for lessons learned.

- Baffinland has several programs to support Inuit employees and improve retention, including the Inuit Career Mobility Strategy that looks at making links between an employee's interests and job, training, and mentorship opportunities.
- Baffinland created an Inuit Success Team to support Inuit employees.
- Baffinland also provided standby wages to existing Nunavummiut employees that were unable to work at the Mine Site due to the COVID-19 pandemic in 2020.
- **Reducing employment barriers**
  - Baffinland tries to reduce employment barriers by modifying requirements around education and work experience.
  - Additionally, the company is working to build a skills equivalency assessment template that aims to identify and recognize traditional skills and knowledge transferable to the mine site.
  - One notable challenge is the pre-employment medical check, which has a long wait time due to the lack of resources in communities. Before the pandemic, Baffinland had arranged for a doctor to do pre-employment medicals to circumvent this issue.
- **Policies on discrimination, harassment, and racism**
  - Baffinland has zero-tolerance policies for discrimination, harassment, and racism. There is a 1-800 anonymous phone line to report violations and there are Inuit cultural advisors available on-site, many of whom are women.
  - Between 2018 and 2021, Baffinland has seen annual improvements in Inuit female and non-Inuit female departures. In 2018, the company had a total female turnover rate of 19%, which has fallen to 9% in 2021. Furthermore, Inuit female employees represent approximately 25% of the total Inuit workforce. This is higher than the industry average of female workers on-site, which is at approximately 16%<sup>3</sup>. This data indicates that Baffinland's programming to attract and retain women (Arnaik Action Plan) is having a positive effect.
- **Contracting Opportunities**
  - Under the Inuit Impact Benefit Agreement (IIBA), Baffinland is mandated to contract with Inuit firms. Baffinland is looking at ways to enhance contracts with smaller companies located in communities to ensure that the benefits derived from contracts remain within communities.

## 6.2 Energy Use and GHG Emissions

During the dialogue, the Panel discussed Baffinland's climate change strategy, as well as its research and technology development to reduce emissions.

### *Climate Change Strategy*

The Panel's discussion on this topic is summarized below.

- Baffinland is further refining its climate change strategy to include specific actions. As part of the Phase 2 process, the company produced a climate change assessment.
- Baffinland is engaging externally on its draft climate change strategy (e.g., federal agencies, non-governmental organizations, and communities) to receive some initial feedback, identify synergies, and consider opportunities for collaboration prior to finalizing their strategy.

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<sup>3</sup>MIHR (2019). Canadian Mining Labour Outlook. Retrieved from: [https://mihr.ca/wp-content/uploads/2020/02/NationalOutlook2019\\_EN\\_Final-Chap3Fix.pdf](https://mihr.ca/wp-content/uploads/2020/02/NationalOutlook2019_EN_Final-Chap3Fix.pdf)

## ***Research and Technology Development***

The Panel's discussion on this topic is summarized below.

- Baffinland operates in Nunavut where conditions are extreme. It is improbable that the company would be able to shift completely off diesel in the short-term. However, the shift to rail under Phase 2 would help reduce fuel consumption and GHG emissions. Furthermore, should Phase 2 be approved, Baffinland has agreed for vessels contracted to Baffinland and transiting in the Nunavut Settlement Area to prohibit the use of heavy fuel oil to reduce black carbon emissions. This would result in a reduction in Scope 3 emissions associated with shipping, on a timescale that exceeds regulatory requirements.
- A Panel member inquired whether the company was considering new technologies around electrification, carbon sequestration or small-scale nuclear reactors. Baffinland responded that nuclear reactors have not yet been discussed, although they are aware of this technology's potential.
- Baffinland recognizes that a lot of energy is lost on-site and is trying to determine short- and long-term actions with the greatest return on investment. Baffinland needs to do a thorough energy audit to improve energy tracking (e.g., mobile equipment is not individually tracked) to inform decision-making.

## **6.3 Biodiversity Conservation Management**

During the dialogue, the Panel discussed marine protected areas (MPA), terrestrial species conservation, and invasive species.

### ***Marine Conservation Area***

The Panel's discussion on this topic is summarized below.

- Baffinland shared that one of the realities of the location is that it is close to the not yet formally established Tallurutiup Imanga National Marine Conservation Area (TINMCA). TINMCA is currently working towards establishment under the Canada National Marine Conservation Areas Act. The IIBA for TINMCA was signed by the Government of Canada and the Qikiqtani Inuit Association in 2019. The IIBA for TINMCA is required for the establishment of TINMCA and acknowledges that research and monitoring activities are necessary to support evidence-based decision-making. Although the Milne Port section is excluded from the TINMCA based on the preliminary zoning plan, Baffinland's defined shipping route will go through the conservation area.
- From a shipping perspective, Baffinland has imposed specific standards of operation for what their vessels can do when sailing anywhere within its Regional Study Area, which is found within the boundaries of the not yet formally established TINMCA. Contractors must operate under the same conditions. For example, vessels contracted to Baffinland are required to travel at speeds of a maximum of 9 knots. Information on mitigation and management measures is [available publicly](#).
- Vessels contracted to Baffinland are to follow a pre-defined shipping route that was identified based on various ecological and human activity considerations. There are specific areas that are considered no-go zones due to elevated hunting activities/camps and/or enhanced ecological significance (e.g., narwhal calving). Vessels are also to follow specific speed limits that are not applicable to any other vessels. The company tracks each vessel using Automatic Identification System software and hires community-based shipping monitors over the entire shipping season in order to monitor and enforce these restrictions.

### ***Terrestrial Species Conservation***

The Panel's discussion on this topic is summarized below.

- A Panel member asked about Baffinland's approach to protecting land-based animals, particularly birds and caribou.
- The company uses the Terrestrial Environment Mitigation and Management Plan (TEMMP) to monitor several bird populations (e.g., sea birds, raptors, songbirds and shorebirds) and includes funding larger research projects led by Environment and Climate Change Canada's Wildlife Service and university-based researchers. The details of the various mitigation and management measures, as well as monitoring requirements can be found in their [TEMMP](#).
- Caribou populations are cyclical (40–60-year cycles) and the North Baffin Island region is currently considered in a low part of the cycle. However, Baffinland conducts ongoing monitoring, with the participation of Inuit, when possible, to remain apprised of population levels. Monitoring program planning and annual results are reviewed regularly through the established Terrestrial Environment Working Group.

### ***Invasive Species***

The Panel's discussion on this topic is summarized below.

- A Panel member inquired about the risk of accidental transport of invasive species into the North Baffin region due to the company's operations.
- Ballast water in vessels represents the most significant concern for the introduction of invasive species. All vessels contracted to Baffinland follow all international and federal regulations related to the management of ballast water. Baffinland goes further by requesting that all foreign vessels containing on-board treatment systems complete a ballast water exchange in addition to water treatment. Prior to discharging any ballast water, each foreign ore carrier transiting to Milne Port to collect ore undergoes additional compliance testing where a salinity of at least 30 ppt is measured in a randomly selected ballast tank to provide additional assurance that a ballast water exchange was completed prior to entering Canadian waters. No ballast water is discharged in Milne Port until salinity meets the 30 ppt requirement.

## **6.4 Health and Safety**

During the dialogue, the Panel discussed mitigating health risks, COVID-19 protocols, and sick leave.

### ***Mitigating Health Risks***

The Panel's discussion on this topic is summarized below.

- Baffinland identifies potential health and safety risks, as well as associated mitigation measures. Risk is examined from a qualitative and quantitative perspective that goes beyond compliance.
- The health and safety management system is focused on exploration, operations, port activities and project (both design and operational readiness), using an integrated Health and Safety systems approach.
- In addition to TSM, all procedures and plans meet chosen standards (e.g., International Organization for Standardization, Equator Principles, World Bank) so when the company proceeds with certification in the future, the criteria and conditions are already in place.

## **COVID-19 Safety and Protocols**

The Panel's discussion on this topic is summarized below.

- A senior director at Baffinland previously worked in areas with Ebola and Avian Flu, which contributed to the company's preparation of the Infectious Disease component of their Crisis Management Plan and their ability to be prepared in their response to the COVID-19 Pandemic.
- The company maintains a business and operational Crisis and Emergency Management Plan, which includes a comprehensive Pandemic Emergency Response Plan that has been reviewed and endorsed by the Public Health Agency of Canada, Nunavut Public Health and the Nunavut Chief Public Health Officer.
- The company has implemented measures such as polymerase chain reaction (PCR) testing at the Saint-Hubert airport departure point and an additional PCR Lab located in the Pandemic Response Wing in the main Accommodation complex at the Mary River Mine Site. If isolation is required, this wing has 99 separated rooms over three (3) floors all with single bathrooms, washroom facilities, iPad, telephone, internet and television, and scheduled walking areas. The Pandemic Response Wing also has segregated sections to manage HAZMAT, decontamination and service staging areas prior to entering and exiting any of the isolation floors. Members of the Public Health Agency of Canada visited the mine site and were complimentary regarding the extensive controls and protocols that were in place to detect and manage COVID-19. Employees who arrive on-site with symptoms or begin displaying symptoms of COVID-19 during their shift are required to isolate until they are confirmed negative.
- There was a COVID-19 outbreak on-site (Delta variant) at site on May 4<sup>th</sup>, 2021. However, the situation has since resolved.

## **Sick Leave**

The Panel's discussion on this topic is summarized below.

- In the context of COVID-19 (and beyond), the Panel asked Baffinland to elaborate on workplace supports for employees who are sick or must isolate.
- Baffinland responded that there is an extensive sick leave policy in place as it relates to the pandemic. The company also has an employee assistance program that provides mental health support for those in isolation.
- The protocols and controls in place because of COVID-19 have facilitated a remarkable decline in all other illnesses related to bacterial and viral infections. This will inform how the company operates post-pandemic.

## **6.5 Baffinland's TSM Assessment Results**

See the [2020 TSM Progress Report](#) for Baffinland's full TSM scores.

## **7. Panel Feedback on the Post-Verification Review Process**

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Panel members shared that the overall the PVR process had gone well. They felt that Syncrude and Baffinland came prepared, were open to discussing difficult issues, and provided informative answers. In particular, given some of the challenges that the company has experienced during their public hearings, the Panel members appreciated Baffinland's efforts to explain their perspective and provide insights into the complexity of the situation on the ground.

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Panel members offered suggestions to improve future PVR dialogues, including:

- Providing virtual site visits if it is not possible for the Panel to visit the mine during the PVR dialogue,
- In the context of another virtual PVR dialogue, it was suggested that the facilitator could invite participants to turn on their cameras, which might improve engagement; and,
- Having local COI play a greater role in the PVR process and including their perspectives in the dialogue.



## Annex 1: List of Companies That Verified Their TSM Results

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### **Past PVRs were conducted with the following companies:**

2007: Albion & Hudbay Minerals  
2008: Barrick, Xstrata Nickel & Xstrata Zinc  
2009: BHP Diamonds - Ekati & IAMGOLD  
2010: Breakwater & Teck  
2011: De Beers & Iron Ore Company of Canada  
2012: Cameco & Inmet  
2013: Teck & Vale  
2014: ArcelorMittal & Barrick  
2015: Taseko & Agnico Eagle  
2016: Hudbay Minerals & Suncor Energy  
2017: Glencore & Rio Tinto  
2018: Imperial Metals & Dominion Diamond Mines  
2019: New Gold Inc. & Vale

### **2020 Company Selection for PVR:**

The following companies were verifying their 2019 TSM results and were therefore in the pool to be selected to undergo the Panel's PVR. In general, the Panel seeks to select companies that have not been subject to a recent PVR and considers factors such as commodity type and location.

- ArcelorMittal Mines Canada
- **Baffinland Iron Mines Corporation**
- Barrick Gold
- CNRL
- De Beers Canada Inc.
- Glencore
- Rio Tinto (*Including Iron Ore Company of Canada, Diavik Diamond Mine, Rio Tinto Fer et Titane*)
- **Syncrude Canada Ltd.**
- Teck (*Cardinal River, Greenhills, Trail*)