TSM

Meeting of the Community of Interest Advisory Panel
Summary Report

April 4 to 6, 2022

Hybrid Meeting

Prepared by:

Stratos Inc. An ERM Group company

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Executive Summary

The Community of Interest (COI) Advisory Panel ("the Panel") is an independent, multi-interest group that oversees the Mining Association of Canada's (MAC) Towards Sustainable Mining (TSM) program, serving as an external source of knowledge and experience. For the first time since the start of the global COVID-19 pandemic, the Panel held a hybrid meeting. This executive summary provides a brief account of this meeting held on April 4th, 5th, and 6th, 2022.

Copper Mountain Site Visit

On April 4th, 2022, the Panel traveled to Copper Mountain's mine site to learn more about the company's operations. The tour included a view of the waste rock piles and presentation on progressive reclamation, a visit to the pit and demonstration of the haul truck trolley-assist system, a tour of the mill, a visit to the tailings management facility, and a stop at Wolfe Creek to discuss the re-alignment project.

Post-Verification Review Dialogue

Teck and Copper Mountain were selected for post-verification review (PVR) in 2022. On April 5th, 2022, the companies joined the Panel to discuss their TSM results, lessons learned, and opportunities for improvement. The dialogues touched on the following themes:

- Site Expansion and Permitting Process
- Environment and Tailings
- Energy and GHG Targets
- Indigenous and Community Relations
- Managing Turnover and Retention

A separate report titled "Post Verification Review Report 2022" contains the full results of the PVR sessions and can be found on the MAC website at https://mining.ca/

Issues Tracking

The COI Panel has established an issue tracking and prioritization process to inform MAC and its' members on what issues are important to MAC COI and to prioritize issues for discussion at COI Panel meetings. As part of this process, Panel members discussed the following issues of importance during a roundtable:

- Human resources and recruiting
- Supply chain disruptions
- Local capacity building
- Climate change
- Human rights
- Tax justice and fair taxation
- Sustainable development goals
- Water scarcity

Equity, Diversity, and Inclusion (EDI) Protocol

On April 6th, Panel members drew on their own knowledge and experience to share ideas and examples of EDI best practices that could have relevance to the mining sector. During plenary, comments touched on the themes of EDI and Indigenous Peoples, Indigenous recruitment considerations, ongoing support for employees, and corporate-level considerations. Following this discussion, Panel members separated into two breakout groups to review and comment on an early draft of possible TSM requirements prepared by a TSM Working Group.

Updates

On April 6th, 2022, MAC provided the Panel with several updates, including:

- The scheduled minor review of the TSM Crisis Management and Communications Planning Protocol in 2022
- Plans to identify any lessons learned from site fatalities in 2021, which contributed to a decline in performance on indicator 5 of the TSM Health and Safety Protocol
- Efforts to increase TSM recognition in the responsible sourcing space
- International outreach to raise awareness of the value of TSM

It was also decided that two Panel representatives would be selected each year to attend TSM Governance Team meetings.

Summary of Key Outputs from the April 2022 COI Panel Meeting

- Acquired a greater understanding of mining in British Columbia, including innovations to reduce greenhouse gas emissions, by visiting Copper Mountain Mine
- Provided advice and input to Teck and Copper Mountain during the PVR
- Identified issues of importance to COI for the 2021 issue tracking and materiality process
- Provided insight and feedback on an early draft of TSM requirements for EDI

Figure 1: The Panel on-site at Copper Mountain Mine

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1. Introduction

For the first time since March 2020, the Mining Association of Canada's (MAC) Community of Interest Advisory (COI) Panel ("the Panel") was able to organize a hybrid meeting. The meeting took place from April 4th to 6th, 2022, with some participants in Princeton, British Columbia, and others joining through a virtual connection.

The Panel, established in 2004, monitors the Towards Sustainable Mining (TSM) initiative's progress and serves as an external source of knowledge and experience. The COI Panel assists MAC and its member companies to achieve excellence in sustainability performance acting on the TSM guiding principles, and to make a strong positive contribution to economic and social development in Canada, the communities where they work, and where relevant, other countries.

For more information on the Panel, visit: https://mining.ca/towards-sustainable-mining/community-interest-advisory-panel/.

This report presents a summary of discussions from the 2022 spring meeting, including specific decisions and recommendations proposed by the Panel, along with any dissenting views. Unless indicated, Panel members' comments are not attributed. Meeting presentations were shared with Panel members, and this content is not duplicated within the body of this report. The list of meeting participants is provided in Appendix 1 and the meeting objectives and agenda are in Appendix 2.

2. Summary of Action Items

Below is a summary of action items arising from 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 April 2022)
#1 April 2022	MAC will reengage with the Panel virtually before a complete draft of the new EDI requirements is posted for public comment.	6.2	MAC	Summer 2022	In progress
#2 April 2022	Stratos will follow-up with the Panel to seek representatives to participate in TSM Governance team meetings.	7.1	Stratos	Summer 2022	In progress
#3 April 2022	If engagement with companies results in any learnings regarding health and safety, MAC will provide an update to the Panel.	7.2	MAC	Summer 2022	To be reported at October 2022 meeting
#4 October 2021	Discuss with the TSM Governance Team the possibility of increased engagement with the Panel.	4.2	MAC	Fall 2021	Complete

ACTION ITEMS					
#	ITEM	LINK TO REPORT	RESPONSIBLE	TIMELINE	STATUS (as of April 2022)
#5 October 2021	Provide select MAC member companies (i.e., urban smelters and refineries) with a debrief on Panel discussions from Session 3.	5.1	MAC	Fall 2021	Complete
#6 October 2021	Engage the Panel to further refine the criteria of the EDI Protocol in development.	7.2	MAC	Spring 2022	Complete
#7 April 2021	Draft a document detailing the genesis of the Panel, how it functions, and its benefits.	5.1	COI Panel and MAC	Fall 2021	On hold, focus group interviews conducted in late 2021

3. Copper Mountain Site Visit

The first day of the spring meeting took place on April 4th, 2022 and included a visit to Copper Mountain Mine. The Panel learned about the various operations and initiatives on site, including:

- **Progressive reclamation:** The first stops included views of the pit, waste rock piles, and test plots where various seed mixtures were being tested. During these stops there was a discussion on progressive reclamation techniques being used and results from the test plots. Copper Mountain and their partner Arrow also spoke about their use of Class A biosolids from the City of Vancouver to supplement the topsoil from the mine to support an effective and organic reclamation process.

- **Trolley-assist solution:** The second stop included a demonstration of a new haul truck trolley-assist system just recently commissioned. Panel members were able to witness the increased speed and reduced noise of these trucks in comparison to their diesel counterparts. Copper Mountain expects that the use of this technology will reduce emissions and contribute to their goal of net-zero emissions by 2035.

- **Mill tour:** The third stop included a walk-through of the mine's mill and storage depot. The mill manager explained the process used to produce copper concentrates, which utilizes a crushing, grinding and flotation circuit.

- **Wolfe Creek:** The fourth stop was at the banks of Wolfe Creek to discuss the re-alignment project. Copper Mountain reviewed the design and methodology used for reclamation, such as the use of different types of plants and organic materials (e.g., fallen trees) to recreate the riparian zone.

4. Post-Verification Review

The second day of the spring meeting took place on April 5th, 2022 and included the post-verification review (PVR) for Teck Resources and Copper Mountain.

4.1. Safety Share

At the start of the meeting, an industry Panel member from Rio Tinto shared a safety moment on psychological safety. They reviewed the findings of a study commissioned by Rio Tinto on its' workplace culture. The report found that bullying is systemic, sexual harassment is at unacceptable rates, and racism is also common. Twenty-six recommendations were made to address these issues and create a safer workplace. The speaker noted that, if the mining industry wants to continue to attract the best talent, it needs to take steps to improve the psychological safety of its' workplace. Rio Tinto is sharing this report widely so that the mining industry can improve performance collectively.

4.2. Post-Verification Review Dialogue

Teck and Copper Mountain were selected for post-verification review (PVR) in 2022. On April 5th, 2022, the companies joined the Panel to discuss their TSM results, lessons learned, and opportunities for improvement. The dialogues touched on the following themes:

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5. Roundtable for Issues Tracking and Prioritization

At the close of the PVR session, virtual participants were asked to share issues of importance to their COI for MAC and the broader mining industry. In-person Panel members gathered over dinner to share and discuss their own issues of importance. The Panel members' perspectives are summarized below and will be used to inform the issue tracking and prioritization process for 2022.

Table 1: Issues of Importance to the Panel

Issue	Issue Description
Human resources and recruiting	Two Panel members reflected on the recruitment challenges that mines are facing in an increasingly competitive labour market. One Panel member recommended that companies should look at how they use incentives to encourage retention. Another Panel member observed that the volume of applications has significantly decreased (e.g., average 300 applicants reduced to 30 applicants) and that sites are seeking labour from outside of Canada.
Supply chain disruptions	A Panel member reflected on the negative impact of supply chain disruptions on the profitability of extractive projects and, as a result, the confidence of investors. MAC commented that the conflict between Ukraine and Russia will further exacerbate supply chain disruptions by rerouting certain critical metals and minerals for defense purposes.
Local capacity building	A Panel member shared that mining companies must consider opportunities for capacity building in local communities when developing an asset (e.g., knowledge transfer around wastewater and environmental management).

Issue	Issue Description
Climate change	A Panel member noted that climate change continues to be a topic of interest and that there is support for engaging multiple groups and taking collective action to combat climate change.
Human rights	A Panel member highlighted that human rights abuses in the mining sector persist around the world. In some cases, Canadian companies are involved. They suggested that the Canadian Ombudsperson for Responsible Enterprise (CORE) should have the power to investigate these cases. Another Panel member wondered whether Canadian companies operating internationally had an adequate understanding of human rights dynamics in their host countries. MAC's view on this continues to be that the CORE is equipped to investigate as a non-judicial mechanism and that the office deserves a chance to demonstrate whether it can operate effectively with its current mandate.
Tax justice and fair taxation	A Panel member highlighted that tax fairness continues to be a priority, specifically in developing countries that struggle to raise capital to fund public services and continue to rely on foreign aid. They expected that Federal Budget 2022 would include a commitment to develop a public registry on corporate ownership and/or beneficial ownership of corporations.
Sustainable Development Goals	A Panel member stressed that mining companies have a responsibility to improve performance related to the UN Sustainable Development Goals given that the mining industry can be a major contributor to many of the problems these goals seek to address.
Water scarcity	A Panel member reflected that improved water management will be critical moving forward, and that the mining sector needs to strive for continual performance improvements in this area. They highlighted the province of British Columbia's "first come, first served" approach to water licensing and rights as an example of potential future conflict, especially as more First Nations assert their right over access to water resources. It was recommended that mining companies account for this shifting rights landscape when designing future operations.

6. Equity, Diversity, and Inclusion Protocol

On the morning of April 6th, the Panel participated in a discussion on equity, diversity, and inclusion (EDI) best practices in the mining sector, before reviewing and providing input on draft TSM requirements related to EDI and creating safe and respectful workplaces.

6.1. EDI Best Practices Discussion

Panel members shared several ideas and examples of EDI best practices in the mining sector. While the discussion often focused on Indigenous candidates and employees, participants commented that these recommendations could be extrapolated to include other under-represented groups. The observations and recommendations are summarized below.

EDI AND INDIGENOUS PEOPLES

- Indigenous peoples should be uniquely considered within the scope of EDI as they hold specific rights in addition to those of other under-represented groups.
- Companies may want to consider a stream of EDI that is specific to Indigenous peoples, while also honoring the distinctions between various peoples within that stream (i.e., Inuit, Métis, First Nation).

- It was noted that Impact Benefit Agreements at one MAC member mine facilitates the prioritization of Inuit and Innu (with further preferential treatment for women candidates) in the hiring process. Looking at beneficiary status enables companies to verify that a claimant is truly from the community.
- Companies should be aware of culturally significant periods throughout the year and create accommodations for employees (e.g., providing leave to Indigenous employees during hunting season). These practices can be highlighted during recruitment initiatives. For example, some companies have experienced success with initiatives to make country food and kitchens available to indigenous workers.

INDIGENOUS RECRUITMENT CONSIDERATIONS

- Consider the possible barriers faced by applicants. For example, access to a laptop to view job postings and complete applications should not be assumed.
- Use multiple channels for sharing youth employment opportunities. For example, Indigenous youth may be more likely to apply when job postings are shared with them by parents and grandparents versus traditional job fairs.
- Consider redesigning the interview process to be more culturally appropriate. For example, competencies can be shared with the candidate ahead of time, and the interview can be framed as a conversation rather than an evaluation.
- Increase the cultural awareness of employees conducting interviews. For example, for Inuit, it is rude to look someone in the eye or to 'brag' about your experience and expertise.
- Companies can introduce mechanisms to mitigate potential for bias. For example, hiring an external consultant to screen job applications to reduce the potential for bias by the internal hiring manager.

ONGOING SUPPORT FOR EMPLOYEES

- Provide culturally appropriate and adequate support and accommodation to employees throughout their career, including during difficult life events (e.g., substance abuse, divorce, death in the family).
- Have a clear point of contact for Indigenous workers to share concerns or report workplace harassment, as some may not feel comfortable going through a union.
- Create mentoring and job shadowing opportunities for younger employees.
- Consider upgrading the skills of interested candidates when those in the local community lack the skillset required for certain jobs. For example, Agnico Eagle has an adult education training program.
- Provide a variety of sizing options for personal protective equipment to fit the diverse sizes and needs of employees.

CORPORATE-LEVEL CONSIDERATIONS

- Identify EDI champions to contribute to EDI excellence across the organization.
- Draft and publish a signed charter by the leadership team recognizing the importance of EDI for the business and alignment with the organization's values.
- Engage staff to facilitate reporting and data collection to develop an accountable workplace environment. Accountability drives impact and performance, so it is important to set goals and track the changes over time.

- Engage unions in the conversation around EDI, both at the national and local levels.

MAC REFLECTIONS

- MAC will be looking to understand the interplay between Indigenous peoples and EDI in more detail with their working group.
- MAC will be working with TSM Initiative Leaders to identify appropriate targets and metrics. These will need to be broadly applicable, with guidance on adaptation for the local realities of each partner association in different national jurisdictions.
- The working group is continuing to discuss whether some elements of the EDI work should be included in the TSM Safety and Health Protocol or a new EDI protocol.
- MAC is mindful of its knowledge gaps in this subject matter area and is connecting with external experts for support.

6.2. Review of Draft TSM Requirements

The Panel reviewed an early draft of TSM requirements on EDI prepared by the TSM EDI Working Group, focusing primarily on Level A criteria. During breakout group discussions, Panel members shared insights on good and leading practices and highlighted areas for further consideration. Feedback from the Panel is summarized below by topic.

TOPIC 1: LEADERSHIP AND STRATEGY

Overarching Comments

- A Panel member felt the document needed a preface to explain the nuances between good governance policies and Charter rights of individuals. In Canada, this will need to explain the prioritization of Indigenous rights because of Section 35 of the Constitution Act.
- An industry Panel member shared that some of the proposed measures may be more challenging for exploration companies. It was suggested that MAC could develop a "light" version of the protocol for exploration companies.

Level A: Policy or Commitment

- A Panel member asked about the type of policy that would qualify for Level A. Typically, Level A requires a commitment aligned with a TSM policy framework. The current working draft is remaining consistent with that approach where the company would be asked to have a commitment consistent with a policy framework based on MAC's current statement on EDI.
- A Panel member recommended a statement on "zero-tolerance" at Level A, ideally as component of the corporate policy or commitment. The working group is actively working to understand how such a statement would be included and what it would mean in terms of implementation.

Level A: Responsibilities and Accountability

- A Panel member noted the varying sizes of companies and how that impacts their abilities to assign roles, responsibilities, and resources to EDI objectives.
- A Panel member asked about mechanisms to hold management accountable for EDI. An industry Panel member shared that their board has an EDI performance score card.

Level A: Targets and Actions

- A Panel member inquired whether companies would be required to provide proof to demonstrate that they met their targets. MAC shared that the TSM EDI Working Group wants to ensure that the targets are meaningful and developed through engagement with employees and local COI. As a result, the draft TSM criteria are not prescriptive about the specific EDI targets that should be set by facilities.
- A Panel member suggested that a mine site, and thus its targets, should reflect the demographics of local communities. This could be a requirement for Level AA or AAA.
- Another Panel member noted that targets addressing the gender pay gap should also be considered at Level A. One industry Panel member does not consider pay equity to be good practice, but a basic requirement, because it is already regulated in Quebec. It was noted, however, that this is not the case elsewhere in Canada. It was also suggested that the protocol should address the pay gap with an intersectional lens.
- An industry Panel member inquired whether board and senior management is the appropriate level to set targets. Another Panel member responded that the right systems and policies need to be in place at corporate and site levels, with the possibility of some overlapping criteria.

Level A: Accountability

- An observer shared that accountability for the board and senior management is important to ensure that the company meets its policies and commitments.
- A Panel member inquired whether accountability should extend beyond board and senior management for any failure to act on reports of harmful behaviour. MAC reflected that perhaps all levels of management should be accountable and committed to review the document to ensure consistency.

Level AA: Board Representation

- An industry Panel member suggested that EDI requirements for board and senior management should be separate, with the former being the most challenging.
- It was discussed that Level AA in the draft document is about making the targets for board representation public, with companies reporting on progress towards those public targets at Level AAA.
- A Panel member observed that there are no requirements in the draft document for the board to encourage or set site-level targets. Another Panel member commented that this could be included in the corporate policy or commitment.
- A Panel member commented that EDI practices and culture must be valued at all levels of the organization, with the tone set from the top as well as participation from employees and COI.

TOPIC 2: SYSTEMS FOR EQUITY, DIVERSITY, AND INCLUSION

Purpose Statement

- An industry Panel member reflected that perhaps this topic should strive for more than just systems and processes. The goal is to recruit diverse employees and treat them appropriately on the job. Another industry Panel member suggested the word "practices" instead of "processes".

Level A: Human Resources – General

- A Panel member agreed that the broader organization, beyond human resources, needs to be included in conversations around updating systems and processes to advance EDI.
- Another Panel member inquired about how the protocol can address biases around internal promotions.

Level A: Human Resources – Indigenous Identification

- A Panel member inquired whether it was appropriate to specifically reference self-identification practices for Indigenous peoples within the draft criteria, given that no other identity groups are referenced in this way. Two Panel members felt that the language should be broader and refer to demographics that reflect the local population. An industry Panel member suggested this section be renamed "Indigenous and diversity identification"; however, companies would need to be mindful not to double count employees who identify in multiple categories.

Level A: Recruitment Processes

- A Panel member noted that recruitment is often controlled by one individual and wondered how systems could be put in place to mitigate the biases of this individual. They also inquired about whether there should be language around creating opportunities for under-qualified applicants to receive on-the-job training.
- Another Panel member noted that biases and barriers are not the same. They suggested that "barriers" should be added to the introductory sentence on human resources (i.e., "Systems and practices to mitigate barriers and biases in human resources processes").
- An industry Panel member thought that mitigating bias in human resources would be better placed under Topic 1.
- In the next iteration of the draft requirements, MAC will include language around reviewing hiring processes to remove potential bias, to the extent possible. MAC will also consider language related to Indigenous recruitment relative to broader EDI recruitment.

Level A: Training

- A Panel member shared that employee training must go beyond an overview of EDI. They recommended involving experts and creating employee groups to address nuances. MAC noted that the current idea is to provide guidance on the contents of training, rather than stipulating specific training requirements within the protocol criteria.
- A Panel member noted that it should state the difference between "mandatory" training versus "regular" training. MAC suggested alternative language of "mandatory and regular" or "at a pre-determined frequency".

Level A: Surveys and Audits

- A Panel member inquired about how companies will be asked to track responsiveness to surveys. They also wondered whether annual reviews will be sufficient to offer an accurate snapshot of EDI within the company.

Other: Cultural Accommodations

- A Panel member inquired about including language around providing cultural leave to accommodate Indigenous employees during hunting season. MAC responded that the

protocol could promote an enabling environment for these types of accommodations but would not likely prescribe specific criteria related to Indigenous hunting practices.

- The facilitator suggested that acknowledgment and celebration of various cultural and religious holidays throughout the year can support an inclusive work environment. MAC suggested that a requirement under Level AAA could be some sort of structure between management and the workforce to decide how to acknowledge and celebrate various holidays.

Other: Exit Interviews

- The facilitator suggested that exit interviews could be used as a learning opportunity to identify and remove barriers and biases. MAC responded that this could fit under Topic 3.
- An industry Panel member felt that it would be difficult to score companies on compliance with a requirement for exit interviews because participation in these interviews is at the discretion of employees.

TOPIC 3: SAFE AND RESPECTFUL WORKPLACES AND LABOUR RIGHTS

Overarching Comments

- Two Panel members inquired about inclusion of people with disabilities. Another Panel member inquired whether the intention is to cover all Charter Rights.
- An industry Panel member suggested that this topic might be more appropriate under the Safety and Health Protocol, given the mental health connection and also felt that this might trigger more monitoring of EDI throughout the organization.
- Another industry Panel member flagged that health and safety inspectors are not usually trained to assess psychological safety on sites but could be in future.

Level A: Organized Labour

- A Panel member noted that, for some Indigenous employee groups, organized labour can be a challenge to EDI. In their own experience, the labour union has not always been supportive of efforts by the Indigenous government to secure benefits for beneficiaries of its impact and benefit agreement with a mine in its territory.
- Another Panel member felt that criteria related to labour rights seemed out of place in this Protocol. MAC responded that the working group was considering whether to include such requirements because of the association's work to align with other standards.
- An observer suggested the alternative language of "labour relations".
- A Panel member warned that companies should not penalize employees who do not want to be part of a union. Indigenous employees may want to opt out.
- MAC shared that, in a Canadian context, MAC does not need to enshrine worker rights into TSM because it is enshrined in law. However, it is not guaranteed in other TSM jurisdictions.

Level A: Response Mechanisms - General

- A Panel member shared that some employees do not report concerns or complaints because they fear reprisal. An industry Panel member agreed. Furthermore, if the system is not receiving any grievances, it is likely not working properly. Employees need to trust the system.

Level A: Response Mechanisms – Intervention
- An industry Panel member inquired why MAC chose the language "particularly in relation to high-risk issues" when referencing interventions in response to reported incidents.
- In response to discussion by the panel, MAC agreed to consider language around alternative reporting and incident resolution mechanisms.

Level A: Employee Support
- A Panel member suggested that companies should check on employees periodically to understand how their personal lives could be affecting their work and how the company can provide additional support, as necessary.

TOPIC 4: PERFORMANCE AND REPORTING

Level AAA: Review and Evaluation
- A Panel member observed that an external evaluation is only required to achieve AAA. However, an evaluation is where critical thinking is involved to understand ongoing barriers and areas of improvements. They felt that this was perhaps needed before the AAA level.
- MAC noted that they will be reaching out to EDI experts to better understand how companies evaluate EDI performance.

Other: Confidentiality
- A Panel member inquired whether there would be confidentiality concerns for companies if they are expected to report on incidents involving sensitive data (e.g., sexual harassment on-site).
- An observer noted that there would be resistance to reporting on incidents of harmful or disrespectful behaviour, as it could be seen as bad for business. MAC offered that Rio Tinto was breaking ground in this regard through the publication of its *Report into Workplace Culture*.

NEXT STEPS

The TSM EDI Working Group will continue to develop the document over the coming months. <u>MAC will reengage with the Panel virtually before a complete draft is posted for public comment in summer 2022.</u> The Panel will review a final draft during the fall 2022 COI Panel meeting. MAC aims to finalize these new requirements in late 2022 or early 2023.

7. MAC, TSM, and Panel Updates

In the afternoon of April 6th, the Panel discussed MAC, TSM, and Panel updates.

7.1. COI Panel Participation at TSM Governance Team

Responding to interest from the COI Panel in more regular engagement with the TSM Governance Team, as well as MAC's interest to deepen COI involvement in TSM decision making, options for COI Panel participation were discussed by the TSM Governance Team in November 2021 and March 2022.

While the TSM Governance Team initially considered a rotating roster of COI Panel members for each TSM Governance Team meeting, they ultimately proposed that full-year rotations would

be ideal for the COI Panel member to gain familiarity with the meeting format and content and to ensure continuity between meetings. A summary of the discussion is provided below:

- Panel members supported the proposal and felt that it would be appropriate to have two representatives participate in these meetings.
- MAC confirmed that the commitment for volunteers would be for three two-hour meetings in March, June, and November. Meetings are usually held virtually.
- Two Panel members expressed interest in volunteering for the two roles.

Stratos will follow up with the Panel to seek volunteers to participate in the TSM Governance team meetings. If there are multiple volunteers, Stratos and the Panel will meet to recommend a path forward.

7.2. TSM Updates

MAC provided several TSM updates, as outlined below.

CRISIS MANAGEMENT

MAC is scheduled to conduct a minor review of the *TSM Crisis Management and Communications Planning Protocol* in 2022. A small working group of TSM Initiative Leaders and subject matter experts met in January 2022 to identify opportunities for targeted revisions to this protocol. The committee identified two opportunities to explore: more frequent full-scale simulations to better align the protocol with current good practice; and engagement with affected communities. The Working Group is in the process of drafting the proposed changes for the Initiative Leaders to review in May 2022. Any proposed changes will be reviewed by the COI Panel in October 2022.

SAFETY AND HEALTH PERFORMANCE

Reporting results on Indicator 5 of the TSM Health and Safety Protocol saw a sharp decline 2021 due to 5 facilities reporting fatalities. This is the highest number of facilities reporting fatalities since launching the protocol in 2012. MAC plans to meet with implicated companies to discuss and understand these incidents and any lessons learned for the TSM protocol. In a previous year with multiple fatalities, no commonalities could be found that would result in recommended revisions to the protocol. If engagement with companies results in any learnings regarding health and safety, MAC will provide an update to the Panel.

RESPONSIBLE SOURCING

MAC continues efforts to increase TSM recognition in the responsible sourcing space. One major development was the use of an integrated auditing tool by Teck for its' HVC site, which allowed the company to audit for TSM, the International Council on Mining and Metals' Mining Principles, and the Copper Mark. MAC also commented on the challenges that the war in Ukraine is having on the responsible sourcing movement. It is unclear whether certifications of Russian mines remain legitimate. For example, there has been debate amongst the Responsible Jewelry Council, a leader in the responsible sourcing movement, around the certification of a large diamond mine in Russia.

INTERNATIONAL OUTREACH

In recent months, MAC has participated in initial conversations on TSM implementation with the mining associations of Sweden, Greenland, Panama, and Ecuador.

In response to a Panel member's question about the implementation of the Indigenous and Community Relationships Protocol internationally, MAC shared that none of the associations have reported challenges. However, some countries are adjusting the terminology to be more relevant in their local contexts.

As discussed with the COI Panel in 2021, MAC has implemented a new subscription service for mining companies operating outside of jurisdictions where the national association has adopted TSM. These companies can pay an annual fee to implement TSM, but, as per previous discussions with the COI panel, would not be required to undertake the PVR due to the lack of a national COI Panel to play that role. There is particular interest in this subscription option from some companies in the United States.

7.3. Fall Meeting Location

The facilitator inquired whether Panel had any initial thoughts about the location of the 2022 fall COI Panel meeting. Some suggestions included Toronto, Ottawa, or Montreal, to minimize travel time for COI Panel members from the eastern part of the country, who traveled to Vancouver for the spring meeting.

8. Closing and Meeting Evaluation

Panel members shared their closing thoughts in a final roundtable and provided feedback via online evaluation forms following the meeting. Their comments are summarized below.

Several members shared their appreciation for the hybrid meeting format, which allowed those who could travel to do so, while enabling remote participation for those unable to travel. Panel members commented that the meeting was well organized, with clear instructions and briefing materials. The facilitator was successful in fostering an environment of trust.

Those who participated in-person believed that the site-visit was a good learning opportunity; however, it would have been beneficial to have greater engagement with local communities. One Panel member reflected that this experience demonstrates the need for improved engagement practices with stakeholders and rightsholders and the Panel must also take this into consideration if it wants to maintain its credibility and legitimacy.

The discussions around EDI best practices and the draft EDI protocols were said to have been particularly insightful. One Panel member highlighted that the link between EDI and safety brought a new and interesting perspective to the discussions. The use of breakout groups during the discussion of the draft EDI requirements was viewed favorably by the Panel and several members were keen to see the next iteration of the EDI requirements.

MAC reflected on the need to help build the capacity of companies to develop and sustain meaningful relationships with COI. They also commented on the Panel's ability to provide wise and insightful feedback, regardless of the topic.

Appendix 1: List of Participants

TSM Community of Interest Advisory Panel
2022 Membership List

COI Panel Category	Name
Social non-governmental organizations (including faith-based groups)	Dennis Howlett
Aboriginal people	Dan Benoit
	Theresa Baikie
	Vacant
Environment	Sujane Kandasamy
	Graeme Reed
International development	Jocelyn Fraser
Economic / community development	David Walkem
	Tim Johnston
Finance/investment	Stephen Walker
Labour/workplace	Richard Paquin
Expert	Maya Stano
Industry representatives	Alice Wong
	Carolyn Chisholm
	Pierre Gratton
	Brent Bergeron
	Mark Wiseman
	Vacant
	Vacant
	Josée Méthot
	Shirley Neault (Chair of TSM Initiative Leaders)

Additional Attendees	Organization
Guests / Observers	
Amber Johnston-Billings	Teck Resources
Robin Johnstone	Teck Resources
Chris Adachi	Teck Resources
Chris Stroich	Teck Resources
Tracey Jacquemin	Teck Resources
Don Strickland	Copper Mountain
Eric Dell	Copper Mountain
Walt Halipchuk	Copper Mountain
Frank Catalano	Copper Mountain
Jaime Weber	Copper Mountain
Sheryl Brown	Copper Mountain
Organizers	
Ben Chalmers	Mining Association of Canada
Katherine Gosselin	
Michael van Aanhout	Stratos
Genevieve Donin	

Appendix 2: Meeting Objectives and Agenda

The objectives of the Spring 2022 meeting are to:

- Complete the post-verification review process for Teck and Copper Mountain
- Connect with local communities of interest to learn more about the key social and environmental issues, priorities and interests
- Improve understanding of mining in British Columbia, including innovations to reduce greenhouse gas emissions, by visiting Copper Mountain Mine
- Provide insights and feedback on an early draft of TSM requirements related to equity, diversity, and inclusion

Time	Topic	Virtual Option
Sunday, April 3rd, 2022		
Travel to Vancouver, British Columbia *Accommodations at Sandman Signature Vancouver Airport Hotel & Resort, 10251 St. Edwards Drive, Richmond, BC (near airport), for those not already based in Vancouver* *Free shuttle service to Sandman Signature available from 5:30AM to 11:30PM. Shuttle is on Level 1 in the courtesy shuttle and cab area. COI Panel members can also take a cab if needed.*		

Time	Topic	Virtual Option
Monday, April 4th, 2022		
6:55 – 7:00am	**Walk to Restaurant** • Make your way to Denny's	
7:00 – 7:45am	**Breakfast** *Denny's, 10211 St Edwards Dr, Richmond, BC*	
7:45 – 7:55am	**Hotel Checkout**	
7:55 – 12:00pm	**Charter Bus to Princeton** • Departing from Sandman Signature Vancouver Airport Hotel & Resort, 10251 St. Edwards Drive, Richmond • Rest stop in Hope • Water and snacks will be provided	
12:00 – 1:00pm	**Welcome Lunch** *Location: Princeton and District Community Skills Centre, 206 Vermilion Ave, Princeton, BC* • Orientation for site visit	

Time	Topic	Virtual Option
1:00 – 6:00pm	**Site Visit: Copper Mountain Mine** *See briefing details for site visit highlights* **Dress Code:** • Long sleeve shirts • Long pants • Closed toed, comfortable shoes • PPE to be provided where required	
6:00 – 6:25pm	**Hotel Check-in and Personal Time** *Location: Canada's Best Value Inn, 169 BC-3, Princeton, BC*	
6:25 – 6:30pm	**Walk to Restaurant** • Make your way to the Little Creek Grill	
6:30 – 8:30pm	**Reception and Dinner with First Nations Band Members** *Location: Little Creek Grill, 117 Bridge St, Princeton-Kamloops Hwy, Princeton, BC* • Reception • Opening prayer • Welcoming remarks • Dinner • Remarks from guests • Closing	

COI Panel accommodations at Canada's Best Value Inn, 169 BC-3, Princeton, BC		

Time	Topic	Virtual Option
Tuesday April 5th, 2022		
7:55 – 8:00am	**Walk to Restaurant** • Make your way to Billy's Family Restaurant	
8:00 – 8:50am	**Breakfast** *Location: Billy's Family Restaurant, 301 Vermilion Ave, Princeton, BC*	
8:50 – 9:00am	**Walk to Meeting** • Make your way to the Princeton and District Community Skills Centre	
9:00 – 9:30am	**Welcome & Introductions**	X

Time	Topic	Virtual Option
	Location: Princeton and District Community Skills Centre, 206 Vermilion Ave, Princeton, BC • Welcome and safety moment • Agenda overview and objectives • Brief introductions	
9:30 – 12:30pm	**Post-Verification Review: Teck** • There will be a short break at 10:45am	X
12:30 – 2:00pm	**Catered Lunch and Personal Time**	
2:00 – 5:00pm	**Post-Verification Review: Copper Mountain** • There will be a short break at 3:30pm	X
5:00 – 5:45pm	**Closing Reflections** • Reflections on post-verification review dialogues	X
5:45 – 6:30pm	**Personal Time**	
6:30 – 7:00pm	**Optional Pre-Dinner Drinks** *Location: The Copper Pit, 157 Vermilion Ave, Princeton, BC*	
7:00 – 8:30pm	**COI Panel Dinner** *Location: The Copper Pit, 157 Vermilion Ave, Princeton, BC* • Issue tracking • Remarks	
COI Panel accommodations at Canada's Best Value Inn, Princeton, 169 BC-3, Princeton, BC		

Time	Topic	Virtual Option
Wednesday April 6th, 2022		
7:25 – 7:30am	**COI Walk to Restaurant** • Make your way to Billy's Family Restaurant	
7:30 – 8:30am	**Breakfast (with possible participation by local officials)** *Location: Billy's Family Restaurant* • *Note: Local officials unable to participate in the Monday dinner have been invited to join this breakfast*	
8:30 – 8:45am	**Hotel Checkout**	

Time	Topic	Virtual Option
	• Luggage can either be stored at hotel or Princeton and District Community Skills Centre	
8:45 – 9:00am	**Walk to Meeting** • Make your way to Princeton and District Community Skills Centre	
9:00 – 12:30pm	**Equity, Diversity, and Inclusion Protocol** *Location: Princeton and District Community Skills Centre, 206 Vermilion Ave, Princeton, BC* • Facilitated discussion • Review of draft document • There will be a short break at 10:30am	X
12.30 – 1:30pm	**Catered Lunch and Personal Time**	
1:30 – 2:00pm	**Panel Business** • COI Panel participation at TSM Governance Team • Panel renewal • Fall meeting location • MAC updates	X
2:00 – 2:15pm	**Break**	
2:15 – 3:00pm	**Closing Roundtable and Wrap Up** • Final roundtable and closing remarks • Meeting evaluations	X
3:00 – 7:00pm	**Charter bus to Vancouver** • Rest stop in Hope • Drop off at Sandman Signature Vancouver Airport Hotel & Resort	
COI Panel travel home same evening or following morning. Most will stay overnight at Sandman Signature Vancouver Airport Hotel & Resort, 10251 St. Edwards Drive, Richmond, BC. An informal dinner may be organized near the airport.		

Appendix 3: Acronym List

Acronym	Full Term
COI	Community of Interest
EA	Environmental assessment
EDI	Equity, Diversity, and Inclusion
MAC	Mining Association of Canada
PVR	Post-verification review
TSM	Towards Sustainable Mining