

2023

MAC COI Panel Reflection



A review of 2023:

Summary of Key themes



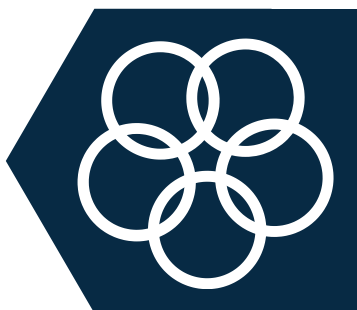
COMMUNITY ENGAGEMENT

Meaningful community engagement within the development and sustainability of TSM is seen as crucial. This theme has consistently been identified as a top priority during issue tracking and remains top of mind during Panel discussions, especially as the scope of the Panel's discussions has expanded to include global TSM implementation.



INDIGENOUS RELATIONSHIPS

Building and expanding on best practices related to Indigenous relationships in the mining industry by considering the implications of the Truth and Reconciliation Commission (TRC) Report, the Sustainable Development Goals, and the United Nations Declaration of Indigenous Peoples. Specifically, the Panel noted a shift happening in the Canadian context with the implementation of treaty rights, the United Nations Declaration Act, and Declaration on the Rights of Indigenous People's Act (British Columbia). There are new and emerging opportunities for mining companies to improve relationships and adopt the TRC's Call to Action #93, and to further strengthen Indigenous worldviews and values.



EQUITY, DIVERSITY & INCLUSION

With the guiding philosophy that equity, diversity, and inclusion are strategic priorities and shared values for the mining sector. These values contribute to safe and respectful workplaces that are free from physical and psychological harm. With MAC recognizing that "high-performing, qualified people are the greatest asset and that an equitable, diverse, and inclusive workforce facilitates effective problem-solving, creativity and innovation," Panel members have been involved in developing and providing feedback on the Equitable, Diverse, and Inclusive Workplaces Protocol, which has now been publicly released.

Introduction

The Community of Interest (COI) Advisory Panel (“the Panel”) is an independent, multi-interest group that oversees the Mining Association of Canada’s (MAC’s) Towards Sustainable Mining (TSM) program, serving as an external source of knowledge and experience. The Panel includes representatives from: Indigenous communities, environmental and social non-governmental organizations, financial, labour and faith-based organizations.

Now in its 19th year, the Panel serves as a platform for discussion, reflection and collaboration on issues of mutual concern with MAC. As a result, the Panel has played a vital role in TSM’s design while continuing to be integral to its evolution and implementation.

Key functions of the COI Advisory Panel include:

- Meeting twice a year to provide advice and support for the TSM program,
- Conducting a yearly review of a sample of companies’ verified TSM results to analyze company systems and practices; and,
- Raising emerging issues of concern to COI, beyond those covered under TSM.

Of course, conversations about mining in Canada are not always easy but the Panel has worked to establish a culture of mutual respect and trust between Panel members and industry representatives who attend meetings. The Panel co-creates spaces where panel members feel comfortable to share their thoughts and opinions on complex topics related to sustainable and respectful mining practices.

At the close of each year, the Panel takes a moment to reflect on the past 12 months in the form of a Panel Statement. The purpose of the statement is to provide a summary of the year, and highlight key learnings and aspirations for next year (i.e., 2024).



Community Engagement

Community engagement plays a pivotal role in fostering sustainable development and positive relationships between mining companies and local and Indigenous communities. Taking a collaborative approach to engagement promotes transparency, trust, and accountability, contributing to the creation of a more responsible and ethical mining practices.

As a catalyst for inclusive economic development, equity, diversity & inclusivity, and securing and maintaining a social license to operate, **the topic of community engagement continued to have a large and intersection role in Panel discussions in 2023.** During the spring meeting, members reflected on the process of relationship building and how TSM can best reflect a company's efforts to build and maintain relationships with local Indigenous communities when the quality of a relationship is hard to quantify. Panel members also emphasized the need to focus on responsible resource development, which includes ensuring benefits flow back to communities (e.g., through joint ventures and agreements that outline the specific rights and benefits to be received). Others highlighted the opportunity to learn and improve upon past examples of collaboration.

The Panel travelled to Edmonton for Sherritt and Newmont's Post-Verification Review dialogue, during which members discussed the need to invest in people, right-sizing engagement, and the nuances of engaging in international jurisdictions (i.e., Cuba for Sherritt). As the host of the meeting, Sherritt organized a tour of the Bent Arrow Traditional Healing Society, which has been serving Indigenous children, youth, and families for 29 years. **This tour gave insight into Sherritt's approach to community engagement in the urban context.** With keenness, the panel learned about various cultural programs and employment services, including:

- Coyote Pride (a free in-school program for Indigenous and non-indigenous youth who want to learn more about Indigenous culture and knowledge)
- Nikîhk Housing First Program (designed to support the housing needs of urban Indigenous persons who are homeless)
- Journey to Success (an offering of career and employment information services and job placements)

During the fall meeting the Panel focused on standards convergence, where it became apparent that the principles of community engagement will become vital aspects to the success of any new converged sustainable mining standard.



| Topics of Discussion

1. Introduction

- Brief summary of COI panel role within MAC
- Objectives of this statement
- General sentiments of the year 2023

2. An annotated review of 2023 positioned around three interwoven themes:

- Community engagement
- Indigenous relationships
- Equity, Diversity, and Inclusion

3. Looking ahead into 2024

- Plans for next steps and upcoming activities as it relates to the aforementioned three themes



Indigenous Relationships



Throughout the year, the Panel witnessed how priorities related to Indigenous reconciliation and action emerged as notable threads. Through discussions, the Panel identified **new opportunities for incorporating Indigenous perspectives** into mining decision-making, as well as how companies can **connect and engage employees with knowledge about the TRC's report**. The Panel noted that the mining workforce should be educated on these topics and have a deeper understanding of how they can be part of the solution.

The theme of improving Indigenous relationships intersects with both community engagement and equity, diversity & inclusion---made evident by similar threads in how worldviews and better engagement practices should be applied. There will always be successes and challenges, but **having open and frank conversations throughout the year can develop deeper reflections leading to better action plans and outcomes**. Improving Indigenous relationships extends beyond the Panel and is reflective across Canada (via polling results shared by guest presenter Bruce Anderson). This is both informative and reassuring to know that the Canadian mining sector is moving toward a stronger collective understanding of the importance of re-building and sustaining stronger Indigenous relationships through meaningful action.

The Indigenous and Community Relationships Protocol was scheduled for a minor review in 2023 after the first year of public reporting to understand whether any components require additional guidance or clarification. To inform this review, the Panel identified eight areas of inquiry for the process. These topics ranged from additional guidance and member trainings, incorporating definitions (e.g., Indigenous knowledge) and clarification of certain terminologies (e.g., responding in a timely manner, is accessible).

Indigenous Panel members also highlighted that the number of Indigenous representatives on the Panel continues to grow and **expressed pride in the maturity of the conversation around Indigenous rights in the Canadian context**. One Indigenous member emphasized the collective responsibility of Canadians to continue to advance reconciliation and recognition of Indigenous peoples and their contribution to Canada.

Equity, Diversity & Inclusion

It was **exciting to witness and play a role in the tremendous amount of work that went into the development of the new protocol around equitable, diverse, and inclusive workplaces.** With Canada's demographics expected to change within the next decade, it is vital for the mining industry to understand and apply best practices that continue support and include all Canadians. This issue, like many others, are cross-cutting and intersect across different components of the mining industry.

The Panel wanted to take a moment to reflect upon the objectives of the new protocol and some of the conversations that emerged from them:

1. Continue to advance Equity, Diversity, and Inclusion (EDI) in all aspects of workplace culture, policies, procedures, and practices.
2. Seek to identify, acknowledge, and mitigate conscious and unconscious bias, as well as individual and systemic prejudice and discrimination in all its forms.
3. Reinforce efforts to increase representation of individuals who are underrepresented in the mining industry, including, among others, Indigenous peoples, people with disabilities, women, individuals of diverse racial, ethnocultural, linguistic, religious, national backgrounds and/or citizenship status, neurodivergent individuals, and individuals of diverse sexual orientations or gender identities. Efforts to increase representation of these individuals apply across the mining sector workforce, leadership, supply chain, and boards of directors.
4. Provide leadership and share effective and proven tools, resources, practices, and lessons learned.
5. Enhance reporting on objectives, actions, and performance.

"Different companies are at different stages as it relates to the EDI journey and it is important to meet them where they are by working together to advance structures accordingly"

"We spoke on many occasions about the employment pipeline and how all touch-points (from outreach to hiring to retaining to advancement)--relating to opportunities and pay need to be considered"

Looking ahead to 2024



As Canada stands on the threshold of 2024, the mining industry is poised for a transformative journey towards enhanced community engagement, stronger Indigenous relationships, and the establishment of more equitable, diverse, and inclusive workplaces. The past years have seen a paradigm shift in the industry's approach, reflecting a commitment to reconciliation and responsible resource extraction. **The anticipation for the upcoming year is marked by optimism, driven by collaborative efforts to address historical challenges and build a future that prioritizes social responsibility.**

Building on the principles of reconciliation and respect for Indigenous rights, the mining industry in Canada is actively working towards forging stronger partnerships with Indigenous communities. The acknowledgment of Indigenous knowledge, cultural heritage, and the rights of Indigenous peoples is central to these efforts. In 2024, we anticipate increased collaboration through Impact and Benefit Agreements, co-management structures, and initiatives that empower Indigenous communities to actively participate in and benefit from mining activities. By fostering genuine partnerships, the industry aims to ensure that Indigenous voices are not only heard but also integrated into decision-making processes, contributing to the sustainable development of resources and the well-being of Indigenous communities.

Local employment opportunities, education initiatives, and infrastructure development are expected to be key focal points in 2024. By integrating the perspectives and needs of local communities into planning and operations, the mining industry aims to create a more symbiotic relationship, ensuring that both economic development and environmental stewardship are prioritized.

As 2024 unfolds, efforts to promote equity, diversity, and inclusion are expected to gain momentum within mining companies. Initiatives such as inclusive hiring practices, mentorship programs, and employee resource groups will be instrumental in creating environments where individuals from various backgrounds feel valued and supported. Companies are increasingly understanding that a diverse workforce not only enhances innovation and problem-solving but also contributes to the industry's overall success. The Panel is keen to see the fruits of this labour!

As we celebrate Canada's mining industry and its journey toward greater community engagement, Indigenous relationships, and equity, diversity, and inclusion, it is evident that the sector continues to undergo meaningful and collaborative transformation. **The commitment to responsible and sustainable practices is driving a collective effort to ensure that the benefits of mining are shared equitably, respecting the rights and aspirations of all rightsholders and stakeholders.** With these strides, the mining industry is not only shaping a more promising future for itself but also contributing to the broader vision of a just and inclusive society.