



## **Responsible Minerals Sector Initiative (RMSI)**

*Housed at the Simon Fraser University Beedie School of Business*

### **GEMM 2013: Global Exploration, Mining and Minerals** **Implementing Responsibility and Sustainability in the Mineral Sector**

#### **“Building from the Ground Up”**

*The fourth in a continuing series*

**April 16 – 18, 2013**

*Wosk Centre for Dialogue, Asia Pacific Hall  
580 West Hastings St, Vancouver, BC, Canada*

*In April 2012, participants from around the world congregated in Vancouver to talk about the future of the mineral sector. The gathering was not a typical conference, but rather a continuing conversation to tackle some of the toughest questions that must be addressed if the mineral sector is to truly demonstrate sustainability and responsibility.*

*The central message was clear. The last decade has been about standard setting and creating awareness. The next ten years must be a period of implementation. **GEMM 2013** is organized around the challenge of how communities, companies, NGOs and governments interconnect to answer the question: “Mining for whom and to what end?”*

The Dialogue uses a **fictional story presented as a video** to provide a common platform and keep discussion grounded on real challenges. The story is based on events, places, perspectives and people which could be real but are entirely fictional and not based upon any specific country, company, community, or constituency. It could be anywhere and nowhere. Discussions over the first two days will be built around and woven together through four acts:

- Office Towers and Community Halls: Through Opposite Ends of the Telescope - 2012
- Money, Rocks and People: A Potent Mix – 1973
- Decisions & Collisions: Regions, Capitols and Markets - 1988
- Making a Difference by Dealing with Differences: What Will It Take? - April, 2013

The story reflects complex dynamics among diverse players and environments within a context that changes over time. Each of the dialogue sessions will be opened by one of the acts, followed by reflections from participants, a dialogue with Opening Discussants, and then using a variety of facilitative approaches, involvement of the full plenary of participants.

The third day of dialogue will feature three concurrent working sessions and an interactive theatre-based piece. It will continue to build from the first two days but with a focus on advancing work underway since GEMM 20/20 and building explicit “Pathways for Improving Practice” and “Agendas for Responsive Research.”

**April 16, 2013**

**8:00 – 9:00 Continental Breakfast and Networking**

**9:00 – 10:00 Welcome, Introductions and Dialogue Overview**

**10:00 – 10:30 BREAK**

**10:30 – 12:45 “Office Towers & Community Halls: Through Opposite Ends of the Telescope” – 2012**

**ACT 1 – 2012** Exploring in this context questions such as:

- 1.1 *What are the factors shaping the nature of the interactions between communities, governments and companies in the mineral sector “on the ground”?*
- 1.2 *Can “all this complexity” be translated down to “people talking past each other,” taking different meanings out of the same words and situations? To what extent are these “external” interactions being driven by different organizational structures of companies, communities, governments and other players “internally.”*
- 1.3 *Are voluntary standards and codes being seen and used in different ways by different players in the mineral sector? If so what are the implications “on the ground” and “at the top”?*
- 1.4 *Are these codes and standards achieving the outcomes they purport to embody? Are they improving accountability? Or being translated into beneficial outcomes?*
- 1.5 *What are the implications of the emerging focus around “rights” (and the expanding discussion around Free Prior and Informed Consent)? What are the implications for sustainability?*
- 1.6 *How have changes in power influenced the dynamics among different parties in the mineral sector? How significant a role has the media played? And civil society through NGOs?*

Opening Discussants:

|                   |   |
|-------------------|---|
| Mafalda Arias     | <i>Mafalda Arias and Associates</i>       |
| Ben Chalmers      | <i>Mining Association of Canada (MAC)</i> |
| Catherine Coumans | <i>Mining Watch</i>                       |
| Steve D’Esposito  | <i>RESOLVE</i>                            |
| Bob Gallagher     | <i>New Gold</i>                           |
| Ann Marie Sam     | <i>Nak’azdli First Nation</i>             |

**12:45 – 2:00 LUNCH**

**2:00 – 4:15 “Money, Rocks and People: A Potent Mix” – 1973**

(3:15 – 3:30 BREAK)

**ACT 2 – 1973** Exploring in this context questions such as:

- 2.1 *What does looking backward at an earlier time and context tell us about how we need to move forward today?*
- 2.2 *What implications arise from the particular imperatives to which exploration and junior operators must respond (given their size, the nature of their operations, and their financing arrangements)?*
- 2.3 *Is professional training and education contributing to challenges in how we understand and respond to complex problems? Are these different “headspaces” contributing to the compartmentalization within organizations and the way they think and approach challenges?*
- 2.4 *To what extent will project development and operations be driven by how effectively companies integrate into financial analytics key social and environmental factors? What if anything has changed since 1973 to today? If so, why?*
- 2.5 *Can corporate and individual performance incentives be effectively driven and measured without integrating financial, social and environmental factors? How might appropriate measures be applied across the mineral sector supply chain?*



Opening Discussants:

|                  |   |
|------------------|---|
| Laura Barreto    | <i>Materials Efficiency Research Group (MERG)</i> |
| Antonio Bernales | <i>Futuro Sostenible</i>                          |
| Simon Houlding   | <i>Infomine Inc.</i>                              |
| Bern Klein       | <i>University of BC</i>                           |
| Ken Shannon      | <i>Inca Management Inc.</i>                       |

**4:15 – 5:00 Observations, Next Steps and Closing**

The following discussants are collaborating to provide summarizing remarks for the first and second days.

Integrating Discussants:

|   |  |
|---|--|
| Ingrid Putkonen<br><i>(Team Leader)</i> | <i>Agile Sustainability Management</i>   |
| Leonardo Alvarado                       | <i>Support to UN Special Rapporteur on Rights of Indigenous Peoples</i>        |
| Cecilia Dalupan                         | <i>Sustainable Development Strategies Group (SDSG)</i>                         |
| Louis Guay                              | <i>St. Paul University</i>   |
| David Katamba                           | <i>Uganda Chapter for Corporate Social Responsibility Initiatives (UCCSRI)</i> |
| David MacDonald                         | <i>Simon Fraser University</i>   |
| Mike McKernan                           | <i>Stantec Ltd.</i>  |
| Kieren Moffat                           | <i>Commonwealth Scientific and Industrial Research Organization (CSIRO)</i>    |
| Philip Oxhorn                           | <i>McGill University</i>   |
| Bardolf Paul                            | <i>Yayasan Tambuhak Sinta</i>  |
| Karim Ramji                             | <i>Donovan &amp; Company LLP</i>   |
| Paul Warner                             | <i>Both Sides Now Consulting Inc.</i>  |
| Kernaghan Webb                          | <i>Ryerson University</i>  |

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*An Opening Reception will follow immediately in the lobby from 5:00 – 7:00 pm*

*Hosted by LatinCover [www.expoplazalatina.com](http://www.expoplazalatina.com)*

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**April 17, 2013**

**8:00 – 9:00 Continental Breakfast and Networking**

**9:00 – 9:15 Welcome and Recap**

**9:15 – 11:45 “Decisions & Collisions: Regions, Capitols and Markets” – 1988**

**ACT 3 – 1988** Exploring in this context questions such as:

- 3.1 *Is conflict inevitable? How can differences and disputes be translated from risks to be avoided into opportunities to create more effective relationships?*
- 3.2 *Is information both a potential solution (“now that I know that, perhaps...”) and a problem (“you got your facts and I got mine”)? How is the way we develop and introduce information integral to the manner in which it’s received? What are some key lessons learned?*
- 3.3 *Can large-scale industrial mining and small-scale artisanal mining co-exist? How?*
- 3.4 *What level of responsibility is reasonable to expect of companies in respect to subcontractors and subsidiaries? What are the implications of this on communities, for example during the construction phase? How might these be addressed?*
- 3.5 *Do present financial metrics and due diligence procedures adequately reflect risks and opportunities at mine sites? Can they be improved? In what way?*
- 3.6 *How can we address the fundamental challenge that arises from the mismatch between when relationships (positive or negative) are formed, and when mining revenues begin to flow? How might investors assess companies in a way that doesn’t only value short-term (ie quarterly earnings) results?*

Opening Discussants:

|                |  |
|----------------|--|
| Jaime Bonham   | <i>NEI Investments</i>   |
| Carolyn Egri   | <i>Simon Fraser University</i>                                     |
| Ginny Flood    | <i>Rio Tinto</i>   |
| Harbi Guerrero | <i>Asociación por la Minería Responsable en Nariño (ASOMIRCOL)</i> |
| Dave Porter    | <i>First Nations Energy and Mining Council</i>                     |

**11:45 – 1:30 LUNCH**



**1:30 – 4:30 Making a Difference by Dealing with Differences: What Will It Take? – April, 2013**

(2:45 – 3:00 BREAK)

**ACT 4 – April 16, 2013** Exploring in this context questions such as:

- 4.1 *How do you begin difficult conversations when there is a legacy of distrust among parties, often with different worldviews? If you were trying to “begin” what would you want to know about the other party?*
- 4.2 *How do you build and maintain a relationship among parties throughout a mine life cycle, given its different phases and the reality of changes in ownership and production with fluctuating commodity prices, and evolving community demographics and dynamics?*
- 4.3 *What do we mean by “capacity”? What players within the sector need “capacity building?” And in what ways?*
- 4.4 *What do norms and standards tell/guide us about how to build effective, sustainable relationships?*
- 4.5 *What special challenges are associated with different worldviews in respect to time, value and memory?*
- 4.6 *How should due diligence on investment, mine development and regulatory decisions deal with mixed signals and uncertain information in respect to environmental effects and the way a project is being received at the local level?*
- 4.7 *What will it take to build and strengthen governance structures? Are there incentives in place for sustainable decision making? How can different parties work to build effective ways of making decisions and dealing with differences?*

Opening Discussants:

|                 |   |
|-----------------|---|
| Brent Bergeron  | <i>GoldCorp</i>   |
| Jerry Cormick   | <i>University of Washington</i>   |
| Phil Fontaine   | <i>Ishkonigan</i>   |
| Miguel Palacin  | <i>Confederación Nacional de Comunidades del Perú Afectadas por la Minería (CONACAMI)</i> |
| Chris Reynolds  | <i>Stantec Consulting Ltd</i>   |
| Marcello Veiga  | <i>University of BC</i>   |
| Dick Wittington | <i>Northern Vertex Mining Corp</i>  |

**4:30 – 5:00 Observations, Next Steps and Closing**

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*A Closing Reception will follow immediately in the lobby from 5:00 – 7:00 pm*

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**April 18, 2013**

*SFU Beedie School of Business*  
*500 Granville Street*

**8:00 – 9:00 Continental Breakfast and Networking**

**9:00 – 11:00 Concurrent Working Sessions**

1. Companies and Communities: Towards Improved Engagement (Room 2800)

**Session Chairs:** Sustainable Development Strategies Group (SDSG), Fair Mining Collaborative (formerly Environmental Mining Education Foundation)

*This working session focuses on effective and respectful engagement tools and strategies, grounded in the perspective of communities. Particular focus will centre on exploring the need for and content of toolkits for communities. Topics covered range from community understanding of mining and the mining process, the right to self-determination, and how the way and approach to communicating affects relationships.*

2. Mapping and Consolidation of Voluntary Principles, Standards and Codes (Room 1200)

**Session Chairs:** RESOLVE, Materials Efficiency Research Group (MERG), Simon Fraser University

*This working session focuses on the numerous codes, standards and initiatives that address sustainability issues in the mining sector. Rather than chronicling every initiative the session will seek to identify and understand needs and benefits, from different perspectives, and begin to consider whether some initiatives have value for multiple stakeholders.*

3. Case Studies: Lessons Learned from selected NGO-Company Partnerships (Room 4800)

**Session Chair:** Devonshire Initiative

*This working session will report on selected case studies involving NGO-Company partnership projects globally. Specific attention will be directed towards lessons learned on managing complex relationships – with communities and local governments but also between partners - and achieving and measuring results.*

**11:00 – 11:30 LUNCH**

**11:30 – 2:00 Interactive Session Facilitated by David Diamond, Theatre For Living (Room 1500)**

*Introductory remarks by Joanna Ashworth, Simon Fraser University*

**2:00 – 2:30 BREAK**

**2:30 – 3:00 GEMM 2013 Closing Panel (Room 1500)**

*A closing panel will wrap-up GEMM 2013, reflecting on key themes, questions and priorities going forward.*

Closing Discussants:

|                     |  |
|---------------------|--|
| Jim Cooney          | <i>Responsible Minerals Sector Initiative (RMSI)</i> |
| Line Dube           | <i>École de Polytechnique Montréal</i>               |
| Cristina Echavarria | <i>Alliance for Responsible Mining (ARM)</i>         |
| Joanna Freeze       | <i>Candente Copper Corp</i>                          |
| Alan Young          | <i>Materials Efficiency Research Group (MERG)</i>    |

*Thank you for your contributions and participation. Summary notes will be distributed.*