



Responsible Minerals Sector Initiative (RMSI) Dialogue Series

Housed at the Simon Fraser University Beedie School of Business

GEMM 20/20: Global Exploration, Mining and Minerals in 2020

Responsibility and Sustainability Challenges and Opportunities

April 17 & 18, 2012

(With follow-up meetings on April 19th)

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

<http://beedie.sfu.ca/rmsi/>

*An **Invitational Dialogue** to bring together people and organizations from diverse perspectives and experiences to share insights and concepts, develop strategies and tools, and build networks and relationships for effective leadership and responsible management in the mineral sector.*

The goal of RMSI is to structure a “continuing conversation” on key issues among experienced and knowledgeable leaders, practitioners, decision makers and researchers from communities, non-government organizations, companies and governments to develop a focused program of activities related to Pathways for Improving Practice and Agendas for Responsive Research.

GEMM 20/20 Dialogue Objectives:

1. *Confront the toughest issues that must be addressed for the mineral sector to move forward in demonstrating sustainability and responsibility over the coming decade.*
2. *Identify specific priority projects or activities responsive to these issues to define “Pathways for Improving Practice” and “Agendas for Responsive Research”.*
3. *Expand and deepen across sectors and disciplines the network of experienced and knowledgeable leaders, practitioners, decision makers and researchers from communities, non-government organizations, companies and governments.*

April 17, 2012

8:00 am Continental Breakfast

8:30 Welcome and Introduction

Glenn Sigurdson, Executive in Residence and Chair, RMSI

9:00 – 9:30 Opening the Conversation

Introductions and dialogue addressing the question: “It is 2020. You are reflecting back on today. What is the most noteworthy occurrence that has changed the mineral sector over the past eight years?”

9:30 – 12:00 Theme 1

Where We’ve Come From, Where We’re Going, and How to Move Forward

What are the key events over the past 20 years which have shaped “responsibility and sustainability” in the mineral sector, and what do these events reveal about what can be celebrated and what remains to be done?

What are some of the key “tension points” that remain on moving forward, e.g.:

- 1.1 Responsibility and sustainability – moving from words to actions, but actions by whom, in what way, and to what end?*
- 1.2 Directors, duties and dollars – is CSR a cost of compliance with the law or an investment in an asset?*
- 1.3 Differences and disputes – Are they risks to be avoided or opportunities to create relationships?*
- 1.4 Mines and neighbours – Will improving people’s lives increase or decrease the bottom line? How do we make a difference on the ground?*
- 1.5 Beyond rights to results – what will it take to turn declarations into dialogue that encompasses both rights and mutual interests?*

Opening Discussants:

| | | |
|----------------------------|------------------------------|---|
| Luke Danielson | <i>Principal</i> | <i>Sustainable Strategies Research Group, USA</i> |
| Cristina Echavarría | <i>Board Member</i> | <i>Alliance for Responsible Mining, Colombia</i> |
| Brent Bergeron | <i>VP, Corporate Affairs</i> | <i>GoldCorp, Canada</i> |
| Stephen D’Esposito | <i>President</i> | <i>RESOLVE, USA</i> |
| Jim Cooney | <i>Senior Associate</i> | <i>RMSI and CBERN, Canada</i> |

Commentators:

| | | |
|-------------------------------|---------------------------------------|---|
| Jeffery Davidson | <i>Professor</i> | <i>Queens University, Canada</i> |
| Abbi Buxton | <i>Researcher</i> | <i>Intl’ Institute for Environment & Devel., UK</i> |
| Lilia Granillo Vazquez | <i>Professora</i> | <i>Universidad Autonoma Metropolitana, Mexico</i> |
| Judith St. George | <i>DG, Trade Commissioner Service</i> | <i>Dept. Foreign Affairs & Intl’ Trade, Canada</i> |

Closing Discussants:

| | | |
|-----------------------|------------------|--|
| Malcolm Scoble | <i>Professor</i> | <i>University of BC, Canada</i> |
| Jeremy Hall | <i>Professor</i> | <i>Simon Fraser University, Canada</i> |

12:00 – 1:30 LUNCHEON and NETWORKING

1:30 – 4:30 Theme 2

Developing Norms and Embedding Sustainability: Issues of Accountability and Governance, Risk Assessment and Management, Competencies and Corporate Culture.

- 2.1 *How effective have the instruments of public policy, regulation and international codes and declarations been in embedding sustainability into corporate, community and government structures?*
- 2.2 *Are existing metrics, financial instruments and due diligence mechanisms sufficient to effectively measure “CSR and Sustainability” risks and opportunities across the “supply chain”? Is there a need for new metrics and/or processes and how might they be developed?*
- 2.3 *Do we have the language we need, and adequate means to understand one another, to communicate and embed an appreciation of the risks and opportunities into the DNA of the different interests and organizations from “finance to operations, the rockface to community halls, and in board rooms”?*
- 2.4 *What special challenges arise with respect to exploration and junior operators, given their size, the nature of their operations, and their financing arrangements?*
- 2.5 *What governance structures, management practices and personal competencies are needed to embed sustainability? What are the fundamental lines of accountability that must flow from Boards of Directors down through organizations, and back up?*

Opening Discussants:

| | | |
|-----------------------|---|--|
| Alan Young | <i>Director</i> | <i>Materials Efficiency Research Group, Canada</i> |
| Stephen Kibsey | <i>Senior PM</i> | <i>Caisse de Depot et Placement, Canada</i> |
| David Parker | <i>VP, Sustainability</i> | <i>Teck Resources, Canada</i> |
| Robert Adamson | <i>Director, CIBC Centre for Corporate Governance and Risk Management</i> | <i>Simon Fraser University, Canada</i> |

Commentators:

| | | |
|-----------------------|--------------------------|---|
| David Katamba | <i>Chairman</i> | <i>Uganda Chapter for Corporate Social Responsibility Initiatives, Uganda</i> |
| Armando Ortega | <i>VP, Latin America</i> | <i>New Gold, Mexico</i> |

Closing Discussants:

| | | |
|------------------------|---------------------------------------|--|
| Wes Cragg | <i>Project Director</i> | <i>Canadian Business Ethics Research Network, Canada</i> |
| Assheton Carter | <i>Founder & Managing Partner</i> | <i>The Dragonfly Initiative, UK</i> |

4:30 – 5:00 CLOSING, NEXT STEPS, and ADJOURN

*An evening reception will follow from 5:00 - 7:00 pm
In the ICBC Concourse (Level 1)*

April 18, 2012

8:00 am Continental Breakfast

8:30 Welcome and Overview of Day Ahead

8:40 – 11:30 Theme 3

Living Together in spite of our Differences: Building Resilient Relationships and Resolving Conflict

How can conflict between mining companies and communities be managed and resolved more productively?

What is the range or ‘smorgasbord’ of options that exists for managing conflict?

What are the risks, challenges and resistance points for each option – from the perspective of companies, communities and civil society organizations?

- 3.1 *What are the real or potential obstacles or resistance points, from your organization’s perspective, to participating in a dialogue-based process or mediated approach?*
- 3.2 *What are the potential risks, from your organization’s perspective, in participating in such a process? How are those calculations made?*
- 3.3 *What are the potential benefits (the “value proposition”), from your organization’s perspective, of participating in such a process?*
- 3.4 *Who convenes stakeholders to begin a dialogue process? What is the role of 3rd party neutrality?*

Opening Discussants:

| | | |
|----------------------------------|---|--|
| Kate Kopischke (Co-Chair) | <i>Senior Mediator</i> | <i>RESOLVE, US</i> |
| Marketa Evans (Co-Chair) | <i>Extractive Sector CSR Counselor</i> | <i>Office of the Extractive Sector CSR Counselor, Canada</i> |
| Antonio Bernales | <i>Executive Director</i> | <i>Futuro Sostenible, Peru</i> |
| Onome Ako | <i>Program Manager, CSR Extractives</i> | <i>World Vision Canada, Canada</i> |
| Paul Warner | <i>Owner, Principal Consultant</i> | <i>Both Sides Now Consulting Inc., US</i> |

Commentators:

| | | |
|---------------------|--------------------------|---|
| David Atkins | <i>Technical Advisor</i> | <i>Compliance Advisor/Ombudsman, World Bank, US</i> |
|---------------------|--------------------------|---|

Closing Discussants:

| | | |
|--------------------------|-------------------------|--|
| Gray MacDonald | <i>Principal</i> | <i>Monkey Forest Consulting, Hong Kong</i> |
| Ricardo Sepulveda | <i>Director General</i> | <i>Centro Juridico para los Derechos Humanos, Mexico</i> |

11:30 – 12:30 LUNCHEON and NETWORKING

12:30 – 3:00 Theme 4

Companies and Communities: Building Enduring Relationships

- 4.1 *What are the critical “drivers of change” leading companies and communities to develop more “enduring relationships”, based on reciprocal benefits and meaningful ongoing engagement?*
- 4.2 *What do these insights tell us about the kind of capacity required in all sectors (companies, communities, NGOs and governments) to achieve and sustain positive enduring relationships among all parties? What special challenges arise with respect to artisanal mining to exploration and junior operators?*
- 4.3 *What has been learned from the experience of companies and communities regarding the key attributes of an effective, sustainable relationship? Are these attributes really what we mean by the expression “social license to operate”?*
- 4.4 *Are the negotiated agreements being reached effective and sufficient in achieving optimal results for companies and communities? Have there been challenges in driving the relationship beyond the negotiation table into the community and company structures?*
- 4.5 *What are the implications of the emerging focus around “rights” and the expanding the discussion around “Free Prior and Informed Consent” (FPIC)?*

Opening Discussants:

| | | |
|------------------------------|--------------------------------|---|
| Stephen Ellis (Chair) | <i>Senior Advisor</i> | <i>Northwest Territories Treaty #8 Tribal Corporation</i> |
| Mark Wiseman | <i>VP, Sustainability</i> | <i>Avalon Rare Metals, Canada</i> |
| Dave Porter | <i>Chief Executive Officer</i> | <i>First Nations Energy and Mining Council, Canada</i> |
| Laura Barreto | <i>Director</i> | <i>Materials Efficiency Research Group, Canada</i> |
| | <i>Chair</i> | <i>Alliance for Responsible Mining</i> |
| Rick Killam | <i>Director, CSR</i> | <i>NewGold, Canada</i> |

Commentators:

| | | |
|----------------------------|------------------------------------|---|
| Catherine Coumans | <i>Research Coordinator</i> | <i>Mining Watch, Canada</i> |
| Katherine Teh White | <i>Managing Director</i> | <i>Futureye Pty Ltd. Australia</i> |
| Anne Marie Sam | <i>Regional Advisor</i> | <i>Canadian Boreal Initiative, Canada</i> |
| Dan Smith | <i>Political Executive</i> | <i>First Nations Summit, Canada</i> |
| Andrea Kennedy | <i>Manager, Indigenous Affairs</i> | <i>Teck Resources, Canada</i> |

Closing Discussants:

| | | |
|--------------------------------|---|--|
| Sebastian Salgado Troya | <i>Global Compact Network Coordinator</i> | <i>Consortio Ecuatoriano para la Responsabilidad Social, Ecuador</i> |
| Susan Joyce | <i>Partner</i> | <i>On Common Ground, Canada</i> |

3:00 – 3:15 BREAK



3:15 – 4:45 Theme 5

Directions and Actions – Shaping the Agendas for Advancing “Pathways to Practice” and “Agendas for Research”

Potential projects and activities already identified and discussed within each of the theme area sessions will be further reviewed and assessed.

Closing Discussants:

| | | |
|-------------------------------------|---|---|
| Jerry Cormick | <i>Senior Lecturer, Foster School of Business</i> | <i>University of Washington, US</i> |
| Vinita Watson | <i>Executive Director for Canada</i> | <i>Inter-American Development Bank, Canada</i> |
| Kieran Moffat | <i>Stream Leader</i> | <i>CSIRO, Australia</i> |
| Maria Teresa Gutierrez Haces | <i>Professora</i> | <i>Universidad Nacional Autonoma Mexico, Mexico</i> |
| Aissatou Conte | <i>Executive Director</i> | <i>RSE Senegal, Senegal</i> |
| Marcello Viega | <i>Associate Professor</i> | <i>University of BC</i> |
| Valerie Cotta | <i>Consultant</i> | <i>Evolve Human Systems, Canada</i> |
| Carolyn Egri | <i>Professor</i> | <i>Simon Fraser University</i> |

*People with a keen interest in advancing these projects and activities will have an additional opportunity to meet on the morning of April 19th. **Please indicate your interest by submitting the form in your meeting package.***

4:45 – 5:00 Final Closing and Adjourn

A closing reception with invited guests will follow immediately in the lobby.

April 19, 2012

All Follow up Meetings at SFU Beedie School of Business, 500 Granville Street

8:30 am Continental Breakfast, Vancouver Sun Reading Room – 1st Floor

8:50 Overview of Meetings and Assigning of Groups

9:00 -11:00 Priority Projects and Activities

Follow-up meeting for those who are available to discuss possible projects and activities related to “Pathways to Practice” and “Agendas for Research.” Support for additional meetings that participants may wish to organize will be provided as best as possible. Please let us know.

Thursday afternoon seminars may be held on a first come, first serve basis.

Sign-up sheets will be provided on Tuesday.

An afternoon tour to the Museum of Anthropology may be organized depending on interest.

A sign-up sheet will be at the registration desk.

Thank you for your contributions and participation.

Summary notes will be prepared and distributed.
