MIREU
MINING AND METALLURGY REGIONS OF EU

SOCIAL LICENCE TO OPERATE (SLO) TOOLBOX FOR EUROPE

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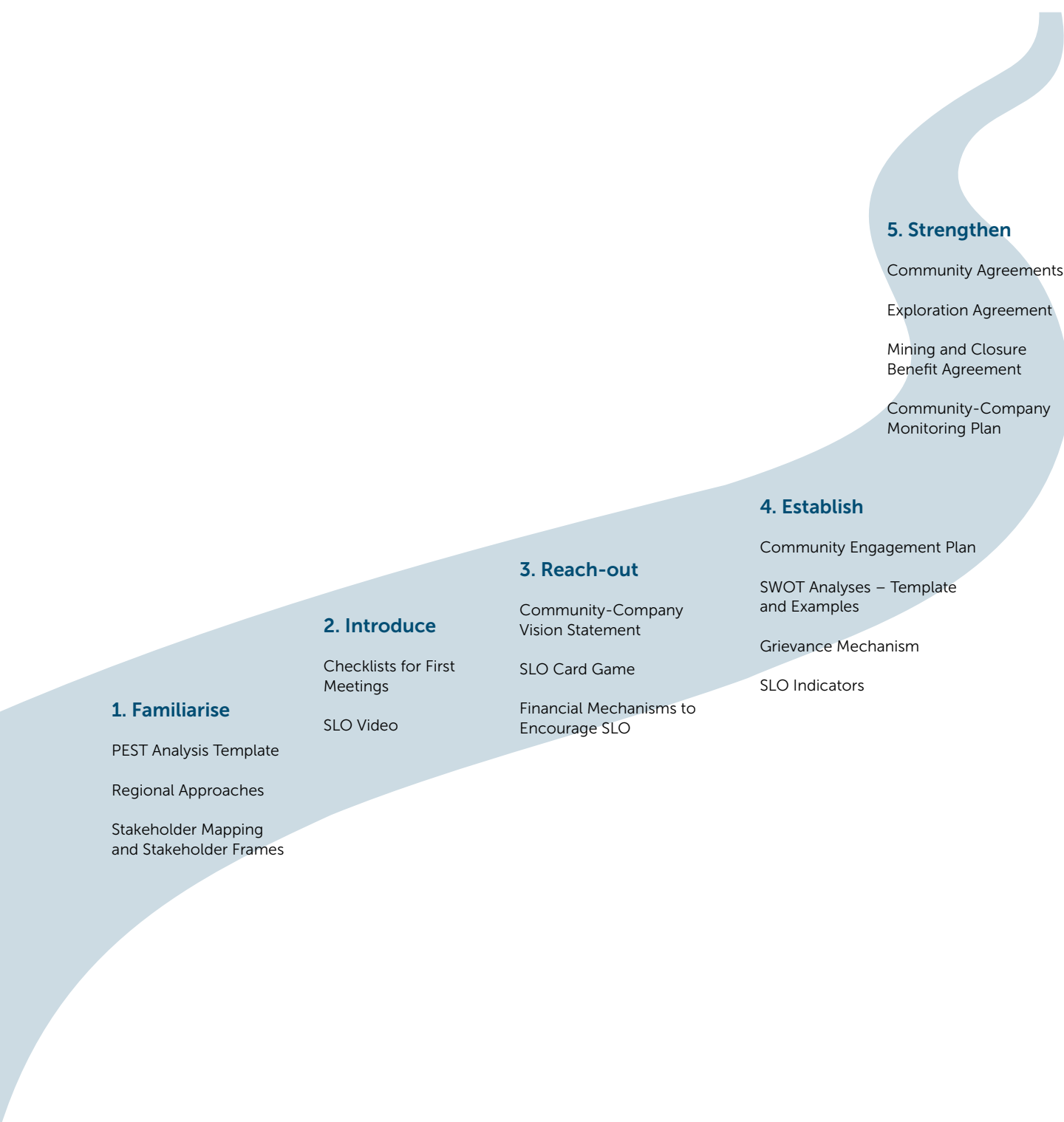United Kingdom: Rowan Halkes and Frances Wall (University of Exeter)

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The diagram below is a visual roadmap to quickly guide the user through the five relationship-building activities and available tools in the SLO Toolbox. While relationship-building has distinct stages to it, they are never linear and may move forward, back-ward and sideways. Some of the tools will run parallel with each other from time to time and a number of tools will also inform one another.

The Toolbox is meant to be a sort of pick-'n'-mix resource in the sense that concerned parties can jump into any part and select what appears to be most appropriate for their situation. For instance, the stakeholder mapping may begin initially as a desk-study, and one may then go into the field to meet the identified stakeholder groups, which then in turns helps to inform and refine the stakeholder map-ping. So, stakeholder mapping and interaction are mutually informative processes that have to continue throughout the life-time of the project, as stakeholders would change over the course of the years.
In the interest of clarity, the relationship-building activities are numbered chronologically in the Toolbox; in reality, these are not linear processes and the choice of activity and tool is best left up to those who are using them.

5. Strengthen

Community Agreements

Exploration Agreement

Mining and Closure Benefit Agreement

Community-Company Monitoring Plan

4. Establish

Community Engagement Plan

SWOT Analyses – Template and Examples

Grievance Mechanism

SLO Indicators

3. Reach-out

Community-Company Vision Statement

SLO Card Game

Financial Mechanisms to Encourage SLO

2. Introduce

Checklists for First Meetings

SLO Video

1. Familiarise

PEST Analysis Template

Regional Approaches

Stakeholder Mapping and Stakeholder Frames

BACKGROUND TO THE SLO TOOLBOX

Why an SLO Toolbox?

Improving environmental performance was the big challenge for the mining industry 25 years ago; today it is gaining and maintaining the Social Licence to Operate (SLO). With the European Commission recently issuing its Action Plan on Critical Raw Materials and launching the European Raw Materials Alliance, the drive to domestically mine minerals and metals needed for the energy transition is underway. And accompanying this drive is the growing uneasiness of local communities who are afraid the negative impacts will significantly outweigh the positive ones for them personally, but also for society at-large, where the perception of mining is very mixed. Research in MIREU indicates that in Europe, it is not up to the companies only to convince people that mining can be done responsibly and to take their interests into account. Government has a role to play in this as well. Although initially intended for regional authorities, because the core relationship of SLO is between the community and company and the Toolbox focuses on relationship-building, it was decided that tools for all stakeholders would be most useful.

The SLO Toolbox consists of a voluntary set of tools, intended to be dynamic and used throughout the mine lifecycle by all stakeholders, starting from determining the location for exploratory fieldwork and exploration, to construction and operations if the decision to mine goes forward, through to closure/reclamation and rehabilitation/post-closure. Unlike environmental issues that can often be quantified, social issues involving communities and other stakeholders are always in flux as expectations, perceived impacts and benefits and also the people involved change. For this reason, the SLO Toolbox provides tools not aimed at achieving outcomes but to continually improve transparency and the stakeholder engagement process, which ultimately leads to achieving and maintaining SLO. At its core, this about relationship-building because strong relationships between communities, industry and government are what will allow problems to be worked through, processes and outcomes to be negotiated and to weather all different types of issues that arise over decades.

Who developed it

The SLO Toolbox has been developed over the 3-year course of the MIREU project and incorporates input from monthly Work Package meetings, three SLO Workshops, three SLO SWOT analyses, advice from the SLO International Expert Stakeholder Panel (SLO ISP), input from the partners and finally input from a looser network of interested persons who participated regularly in the monthly meetings and the workshops. The Joint Civic Statement sent to the European Commission also triggered reflections and reactions which informed the further work on the project. Although the Toolbox was supposed to be tested in three regions over three months, the onset of Covid-19 has made personal interactions extremely challenging. Hence, it has been sent for review and comment in three different rounds to the following:

- Round 1: the core team of authors and the project coordinators

- Round 2: SLO ISP and over 65 participants in the SLO work package (WP4)

- Round 3: partner networks in Cornwall and Spain

What it will achieve

The SLO Toolbox is the first large-scale systematic foray into achieving and maintaining SLO in the European context and hopefully will serve as a foundation upon which others can build; however, there are no concrete plans, at present, to test the Toolbox. Most of the tools originated from the MIREU project; however, there are several (e.g. Tool 3.1: Community-Company Vision Statement, Tool 3.3: Financial Mechanisms to Encourage SLO, Tool 4.3: Grievance Mechanism, Tool 5.1: Community-Company Environmental Monitoring Plan and Tool 5.2: Community Agreements) that are adapted from outside Europe.

Most of the tools are consistent with the existing European legal and regulatory frameworks that govern exploration and mining activities. This said, there are a few tools presented as possible solutions independent of the current regulatory framework (e.g. Tool 3.3: Financial Mechanisms to Encourage SLO, Tool 5.1: Community-Company Environmental Monitoring Plan and Tool 5.2: Community Agreements).

The aims of these tools are to promote:

- Active and extensive industry engagement with communities resulting in better project outcomes.

- Community awareness of both the legal/regulatory process and how exploration, mining, closure and restoration works.

- Better access for communities to permitting authorities.

- Meaningful and ongoing relationships between all stakeholders so that issues which inevitably arise can be solved in a collaborative manner.

- Stakeholder dialogue about potential risks and benefits and develop an atmosphere where support, opposition, expectation and collaboration can be voiced and negotiated in a safe and constructive way.

INTRODUCING THE SLO TOOLBOX

What is it?

The SLO Toolbox highlights the five main activities that occur when starting and maintaining relationships:

- Familiarise

- Introduce

- Reach-out

- Establish

- Strengthen

Each tool corresponds with a certain Activity. You choose the tools depending on your relationship with a particular individual or group. All five steps are essential to observe and ideally all steps should be developed one by one, however, the Toolbox can be used at any moment of the lifecycle in order to improve the relationship-building process or to catch things that have gone wrong. For example, you may be part of a small exploration team of geologists and want to start meeting with people who live in the area. In this case tools related to the Familiarise and Introduce Activities would be most helpful. Or, there could be the case where you work for a mining company and have already established relationships with members of a community so concentrating on the Strengthen Activity would be more beneficial. The tools can be selected, mixed and matched depending on the need and capacity of the user and adapted to the regional or local (cultural) context. Finally, the tools are not a binding commitment nor are they intended to produce a great deal of work or expense. Table 1 below summarises the tools and who should use them.

Table 1: Tools and Their Users

SLO TOOLBOX				
RELATIONSHIP-BUILDING ACTIVITIES	**TOOLS**	**TOOLS FOR AUTHORITIES**	**TOOLS FOR COMMUNITIES**	**TOOLS FOR COMPANIES**
Activity 1 Familiarise	**Tool 1.1:** PEST Analysis Template			Tool 1.1
	Tool 1.2: Regional Approaches			Tool 1.2
	Tool 1.3: Stakeholder Mapping and Stakeholder Frames	Tool 1.3		Tool 1.3
Activity 2 Introduce	**Tool 2.1:** Checklist for First Meetings Between Community-Company		Tool 2.1	Tool 2.1
	Tool 2.2: Checklist for First Meetings Between Community-Government	Tool 2.2	Tool 2.2	
	Tool 2.3: SLO Video	Tool 2.3	Tool 2.3	Tool 2.3
Activity 3 Reach out	**Tool 3.1:** Community-Company Vision Statement		Tool 3.1	Tool 3.1
	Tool 3.2: SLO Card Game	Tool 3.2	Tool 3.2	Tool 3.2
	Tool 3.3: Financial Mechanisms to Encourage SLO	Tool 3.3		
Activity 4 Establish	**Tool 4.1:** Community Engagement Plan		Tool 4.1	Tool 4.1
	Tool 4.2: SWOT analyses – template and examples	Tool 4.2		Tool 4.2
	Tool 4.3: Grievance Mechanism	Tool 4.3	Tool 4.3	Tool 4.3
	Tool 4.4: SLO Indicators	Tool 4.4	Tool 4.4	Tool 4.4
Activity 5 Strengthen	**Tool 5.1:** Community-Company Environmental Monitoring Plan		Tool 5.1	Tool 5.1
	Tool 5.2: Community Agreements	Tool 5.2	Tool 5.2	Tool 5.2

SYNERGIES WITH THE SLO GUIDELINES

The Toolbox has been developed in conjunction with the SLO Guidelines. However, it does not address every section in the Guidelines but rather those sections which discuss the importance of stakeholder engagement. Table 2 below illustrates the relationship between the Toolbox and Guidelines.

Table 2: Toolbox and SLO Guidelines Synergies

	Guidelines sections	Section 2 SLO in Europe		Section 3 Impact management and stakeholder expectations				
	Sub-section	Section 2.2	Section 2.3	Section 3.1	Section 3.2	Section 3.3	Section 3.5	Section 3.6
Activities		SLO debates across Europe	Commonalities emerging from MIREU	Understanding & engaging stakeholders	Stakeholders relationship	Should we think about stakeholders in a different way?	Conflict avoidance & resolution	Considering the mining life-cycle
Activity 1 Familiarise	**Tool 1.1:** PEST analysis template			Tool 1.1				
	Tool 1.2: Regional approaches	Tool 1.2		Tool 1.2				
	Tool 1.3: Stakeholder frames and Stakeholder Frames			Tool 1.3		Tool 1.3		
Activity 2 Introduce	**Tool 2.1:** Checklist for First Meetings Between Community-Company			Tool 2.1	Tool 2.1			
	Tool 2.2: Checklist for First meetings Between Community-Government			Tool 2.2	Tool 2.2			
	Tool 2.3: SLO Video		Tool 2.3					
Activity 3 Reach out	**Tool 3.1:** Community-Company Vision Statement			Tool 3.1	Tool 3.1	Tool 3.1		
	Tool 3.2: SLO Card Game			Tool 3.2		Tool 3.2		
	Tool 3.3: Financial Mechanisms to Encourage SLO			Tool 3.3	Tool 3.3		Tool 3.3	
Activity 4 Establish	**Tool 4.1:** Community Engagement Plan			Tool 4.1	Tool 4.1		Tool 4.1	
	Tool 4.2: SWOT Analyses - Template and Examples	Tool 4.2	Tool 4.2		Tool 4.2			
	Tool 4.3: Grievance Mechanism			Tool 4.3	Tool 4.3		Tool 4.3	
	Tool 4.4: SLO Indicators				Tool 4.4		Tool 4.4	Tool 4.4
Activity 5 Strengthen	**Tool 5.1:** Community-Company Environmental Monitoring Plan				Tool 5.1		Tool 5.1	Tool 5.1
	Tool 5.2: Community Agreement				Tool 5.2		Tool 5.2	Tool 5.2

ACTIVITY 1: FAMILIARISE

The first relationship-building activity, Familiarise, is primarily for companies, but can also be for land use planning authorities and those involved in regional development and strategies, to understand the local context in which exploration or exploitation activities may occur. It consists primarily of desktop research. Before engaging with local residents, it is important to understand several basic features: the political attitudes and economic role of mining in the region as well as what matters to people living in the area; for example, would exploration or mining alter an existing landscape that holds special value for people?

The tools consist of:

- Tool 1.1: PEST Analysis Template

- Tool 1.2 Regional Approaches

- Tool 1.3: Stakeholder Mapping and Stakeholder Frames

  - Stakeholder Frames in Dialogues

Tool 1.1: PEST Analysis Template

PEST analysis (Political, Economic, Socio-cultural, Technological) is a tool for discovering and evaluating background factors that influence the operational environment of a business or an organisation. In the case of mining and metallurgy, it is useful for understanding different conditions and factors that may affect projects. There are variations on it as well, the most popular being PESTLE, which adds categories for Legislation and Environment. In the MIREU project, a simple PEST analysis was conducted for eight partner regions to map the 'lay of the land' and understand how different regional contexts may affect the acceptance of exploration and mining projects. In this analysis, legislation was incorporated into the Political category and Environment was considered a cross-cutting category and not explicitly broken out. In retrospect, considering the environment as its own category is recommended as specificity tends to be lost when it is combined with other categories.

Looking at political, economic, socio-cultural and technological conditions, PEST helps to give a broader view of the situation in the region of interest. The PEST for SLO melds publicly available background information with the expectations and concerns of interested actors.

In Brief:

- PEST stands for Political, Economic, Socio-cultural, Technological

- In the case of mining and metallurgy, it is useful for understanding background factors that may affect projects.

- The PEST for SLO melds publicly available background information with the expectations and concerns of interested actors.

Steps in PEST analysis for SLO:

1. Collect background information about the region through desk research.

2. Collect background information through desk research for the PEST model.

3. Contribution from regional stakeholders.

4. Finalise PEST for SLO

PEST analysis for SLO

Steps

1. Desk research: Regional context

⬇

2. Desk research: Draft PEST for SLO

⬇

3. Contribution from stakeholders

⬇

4. Final PEST for SLO

Regional admin

Mining & metallurgy industry

Complementary and competitive industries

Suppliers

Community representatives

Indigenous representatives

NGOs

Researchers

Step 1: Collect background information about the region through desk

STEP 1) Desk Research: Regional Context	
Collect general information about the region, such as:	• Mining history and traditions
	• Legacy sites
	• The distribution of urban or rural areas
	• Demographics, population density, unemployment rate
	• Population of indigenous people and special use of land (e.g. reindeer herding, hunting, berry picking)
	• Areas with environmental protection and regional/local development plans
	• Existing land use conflicts noted in the media whether mining related or other industry
	• Key industries both complementary and competitive with mining
	• Identification of historically marginalized groups in the region

Step 2: Collect background information through desk research for the PEST model

• **Political landscape and legislative framework:** This category includes the political support at the regional level, the pertinent mining legislation, and the mining-related governance structure, in particular, whether regulatory powers over mining rest primarily at the national or regional levels. It also contains relevant soft law measures.

• **Economic effects and influences:** This category looks at the economic role, past and present, of the mining and metallurgy industry in the regions. It does not focus on community level economic development and wealth capture but does peripherally discuss the importance of jobs and training at the local level.

• **Socio-cultural dimension:** This category addresses specific cultural features of the regions, their identity as a mining region or not, and whether indigenous peoples, recognized minorities or historically marginalized groups are present. It also looks closely at the sources of tension in a region, i.e. land use tensions involving world heritage, traditional livelihoods such as reindeer herding, etc.

• **Technological influences and opportunities:** This category mainly looks at current technologies used, future technologies waiting in the wings and public perceptions of both. Although the mining industry is currently applying friendly technologies to be more socially acceptable, for example, those that are less invasive and contribute to a circular economy by recycling waste, there are also emerging issues of contention such as the jobs/technology balance, issues over how technology should be 'socialized' and how to (and who should) communicate the pros and cons of technology to the public.

STEP 2) Desk Research: Draft PEST for SLO

Political landscape and legislative framework:	• Mining legislation and the latest amendments • Mining policies, plans and raw materials strategies and their impacts • Mining authorities • Quality/level of public participation during the EIA and permitting process • Government-led initiatives to ensure a responsible mining industry
Economic effects and influences:	• Economic contribution to region, i.e. jobs created (direct, indirect, induced) by the mining and metallurgy industry in the region • Composition of the mining and metallurgy industry, e.g. international companies or junior companies • Main commodities and projects • Mining and metallurgy clusters and activities
Socio-cultural dimension:	• Public confidence in the environmental/regulatory authorities. Information can be found in news excerpts about project conflicts in general, public comments on any EIA, surveys taken by research organisations/academia, etc. • People's perceptions of the mining and metallurgy industry and the possible reasons • Is SLO a common term used in the region? If not, is there a comparable concept? • Is there SLO or similar guidance that is publicly available prepared either by companies or government? • Indigenous peoples' roles in developing the mining and metallurgy industry in the region • Sources of tension between stakeholders and mining and metallurgy industries, e.g. competing land uses, competing industries, environmental awareness, media
Technological influences and opportunities:	• Research capacity in SLO or comparable topics • Research capacity in raw materials related topics • Technologies currently in use to further the acceptability of mining, e.g. more environmentally friendly, contributing to circular economy • Technologies currently in use related to the type of mine project proposed (i.e. treatment plant)

Step 3: Contribution from regional stakeholders

- It is encouraged or even essential to collaborate with stakeholders to add more information as desk research is unlikely to cover everything. If possible, stakeholders with different backgrounds should all be consulted, including the regional administration, mining and metallurgy industry, complementary and competitive industries, community representatives, indigenous representatives, NGOs, interest groups, media.

The draft PEST from step 2 should be reviewed by stakeholders from the region to make sure that the information from desk research is correct and up to date.

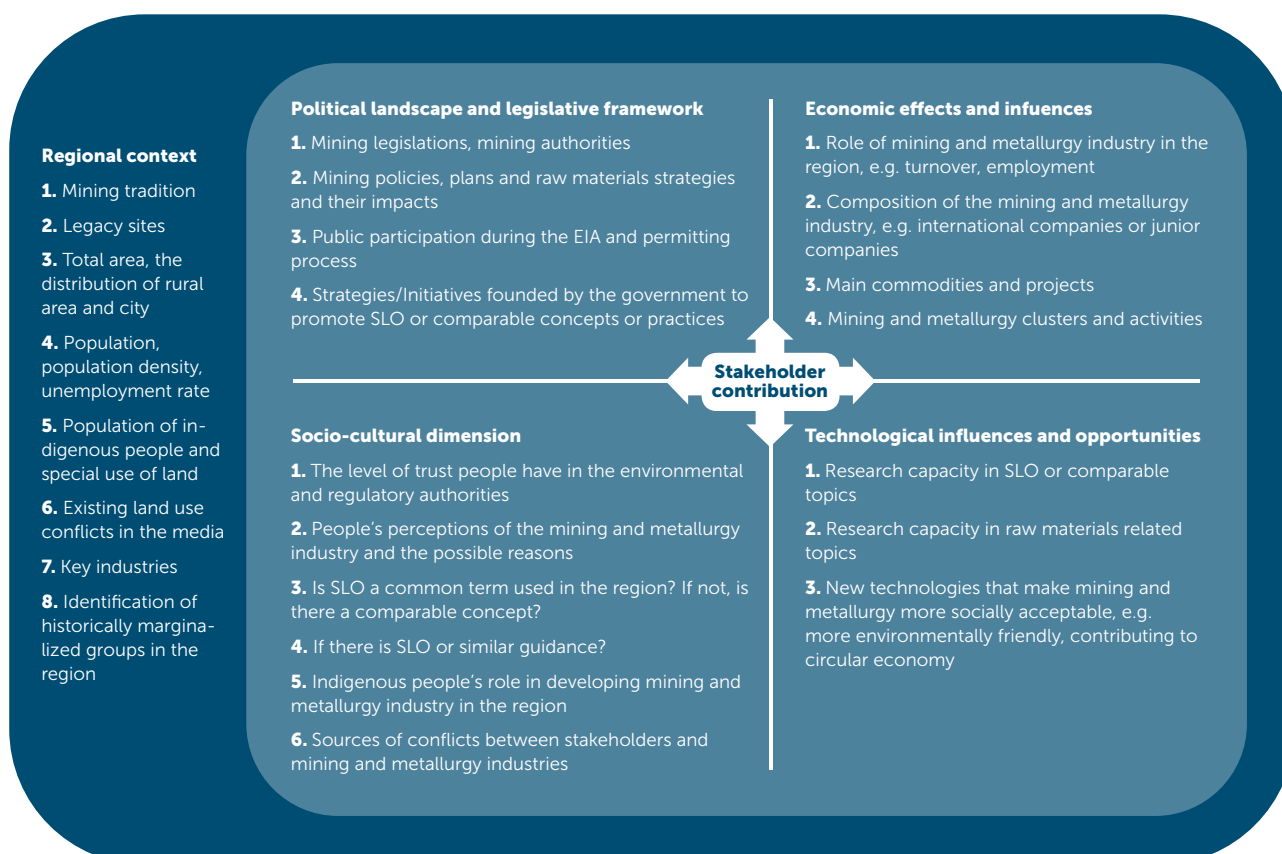| STEP 3) Contribution from Regional Stakeholders	
Consult different stakeholders such as the regional administration, mining and metallurgy industry, complementary and competitive industries, community representatives, indigenous representatives, NGOs, interest groups and media to fill in the gaps in desk research. Collect information about:	• General attitudes towards mining in the region • Competing land use interests • Relationships between regional administration, NGOs and local communities • Current and previous mining disputes in the area (reported by the media or NGOs)

Step 4: Finalise PEST for SLO

- After amending the draft PEST from step 2 using the information provided by stake holders (step 3), the informal PEST for SLO is finalized. It provides an overview of the region from the SLO perspective and can be used as a cornerstone for further SLO study in the region.

Guiding Questions and the PEST Matrix

Regional context

1. Mining tradition

2. Legacy sites

3. Total area, the distribution of rural area and city

4. Population, population density, unemployment rate

5. Population of indigenous people and special use of land

6. Existing land use conflicts in the media

7. Key industries

8. Identification of historically marginalized groups in the region

Political landscape and legislative framework

1. Mining legislations, mining authorities

2. Mining policies, plans and raw materials strategies and their impacts

3. Public participation during the EIA and permitting process

4. Strategies/Initiatives founded by the government to promote SLO or comparable concepts or practices

Economic effects and infuences

1. Role of mining and metallurgy industry in the region, e.g. turnover, employment

2. Composition of the mining and metallurgy industry, e.g. international companies or junior companies

3. Main commodities and projects

4. Mining and metallurgy clusters and activities

Stakeholder contribution

Socio-cultural dimension

1. The level of trust people have in the environmental and regulatory authorities

2. People's perceptions of the mining and metallurgy industry and the possible reasons

3. Is SLO a common term used in the region? If not, is there a comparable concept?

4. If there is SLO or similar guidance?

5. Indigenous people's role in developing mining and metallurgy industry in the region

6. Sources of conflicts between stakeholders and mining and metallurgy industries

Technological influences and opportunities

1. Research capacity in SLO or comparable topics

2. Research capacity in raw materials related topics

3. New technologies that make mining and metallurgy more socially acceptable, e.g. more environmentally friendly, contributing to circular economy

Tool 1.2: Regional Approaches

This tool provides an overview of SLO approaches used across Europe. The Regional Approaches template is compiled from over 47 illustrative examples of exploration, mining, closure and post-closure projects across Europe. While there is no universally accepted definition of SLO, there is unanimous agreement that what it takes to achieve and maintain SLO is dependent on a given context. It will never look exactly the same in two places. This said, the following observed patterns and trends across Europe are worth noting:

- Many exploration and newly proposed mine development projects are situated within previous mining areas, so heritage and the potential re-opening of mines are major issues.

- Newly proposed extractives activities frequently take place in rural locations that tend to be economically disadvantaged, with ageing populations and fewer competing industries. The more economically disadvantaged an area is, the more open to mining a population appears to be; the exception being people who rely on, and are culturally entwined with, subsistence livelihoods. In these cases, local communities tend not to view mining as a positive future.

- With respect to indigenous rights and SLO, there are international (ILO 169, FPIC, Duty to Consult), national (reindeer herding rights, land use rights), and local factors (community identity) that need to be considered. The situation is complex. For example, using northern Sweden as an example, there are Sami villages that currently have mining nearby and those that do not. For those that do, there is a division between the villages and Sami parliament on how to 'handle' the mining question as the Sami parliament wants the legislation to change before any new mines open while villages negotiate private agreements with companies.

- There is a potential for government learning from past environmental accidents. A number of examples point to mining legislation being updated often in conjunction with voluntary guidance to ensure more responsible industry behaviour.

- Certain commodities can be catalysts for problems, in part because some NGOs are opposed to them by mandate, and in part because communities perceive the risk for potential health and environmental problems as too high. Even in the case of uranium, however, this does not necessarily mean the end of a project.

- While mining regions tend to be more similar than different, a notable difference is the way in which government is structured (in terms of mining). In some countries, mining is extremely centralised; in others, there are shared responsibilities at the national and regional levels; and there are also examples where mining competence is completely decentralised. A country's legal system is a strong indicator of its history, especially in terms of the government's attitude toward the importance of mining, which can in part be assessed based on whether responsibilities were delegated to the regions (perhaps indicating the national government felt mining was not an important competency). The structure of government not only has an impact on the history of mining in the region but will also play a significant role in the ability/interest in government to play an active role in mediating the process as a whole, and in particular, disputes between communities and companies.

The full Illustrative Examples Report is available here *https://mireu.eu/slo.*

Country	Project	Examples of SLO Actions	Drivers of SLO			Stakeholders
			Legal and Procedural Fairness	Engagement	Benefit Sharing	
Austria	Erzberg	**Legal and Procedural Fairness & Engagement:** Some irregular minor conflicts (emissions such as noise and dust) are solved on an informal basis, mostly with the municipality as intermediary. **Benefit Sharing:** The mine is an attractive touristic hotspot (50.000 visitors per year) and it works as a location for sports events such as the motocross race, Erzberg Rodeo. Films and documentaries are filmed regularly at Erzberg.	X	X	X	Local authorities, mining university, tourist associations, company, local communities
Finland	Rompas-Rajapalot	**Engagement:** Public events, systematic long-term stakeholder engagement.	X	X		Local and regional authorities, municipality, community, NGOs, landowners, reindeer herders
	Sakatti	**Legal and Procedural Fairness:** After an environmental NGO and local activist presented their opposition on the project, the company changed its plans and opted for an underground mine instead of an open-pit. However, the project is located in Natura 2000 area which has provoked criticism. **Engagement:** Closed circuit drilling developed for sensitive areas. Systematic long-term stakeholder engagement and many public events. **Benefit Sharing:** Sustainable mining contract between the companies, local stakeholders and the municipality.	X	X	X	Authorities, company, reindeer herders, community, NGOs and environmental activists
	Sokli	**Legal and Procedural Fairness:** Public hearings and events. **Engagement:** Government and regional authorities are supportive of the project because of employment potential and regional development policy.	X			Local and regional authorities, municipality, community, NGOs, reindeer herders

Spain	**Barrue-copardo Mine**	**Legal and Procedural Fairness**: Local employment. **Engagement:** Open communication (also towards media), "open doors policy", respect towards locals' traditional way of life. **Benefit Sharing:** Tree plantations and collaboration with universities. The company has also collaborated with the Territorial Environmental Service (regional administration) to minimize negative effects on ecosystems.	X	X	X	Authorities (regional, provincial, local), environmental NGOs, labour unions, educational centers, media, industry
Sweden	**Aitik**	**Legal and Procedural Fairness:** Mitigation hierarchy, communication, compensation for the remaining impact of habitat loss and redlisted species. Adapting the project as far as possible to minimize consequences. **Engagement:** Identify Sámi villages of concern for the project, learn about their situation and knowledge, establish contact—call—working plan, identify potential consequences/risks. If needed, plan for a consultation meeting and field trips. Create respect and understanding. Local presence, continuous monitoring of impacts. Impact Assessment made in cooperation with reindeer herders. **Benefit Sharing:** Ecological compensation on Sarkanenä's old forest, long-term protection and improvement of conditions. Close collaboration with the County administration. Development projects with Sámi community; 'Renvarnaren' (an application developed to warn of reindeer on the road), GPS-project, re-establishment of lichen, educational programmes.	X	X	X	Authorities (regional, provincial, local), environmental NGOs, labour unions, educational centers, media, industry
	Boliden Mine - Holm-tjärn	**Engagement:** Holmtjärn's gold mine was shut in 1967 and reclaimed in accordance with the standard at that time. The company has later made the decision to undertake new measures to minimize environmental effects of the project. All the waste rock will be transported to the concentrator in Boliden and residual metals at the site will be washed out of the soil and water. By using a water treatment plant, water will be purified to 99 percent.	X	X		Company

Sweden	**Giller-vattnet**	**Benefit Sharing:** Regarding the reclamation of mining sites, the company not only aims to restore the environment but to improve environmental conditions and promote biodiversity. They plan to monitor the site for 30 years thereby assuming long-term responsibility over the damaged area.	X	X	X	Company
	Kiruna-vaara	**Engagement:** The company promotes early, proactive and continuous dialogue, as well as voluntary and business agreements with affected parties. They have introduced a human rights policy and carry out human rights trainings. **Benefit Sharing:** To minimise negative impacts on local communities and reindeer herding, the company has entered into cooperation agreements with the three Sámi districts directly affected by the mine. Where applicable, the agreements are based on the principle of Free Prior and Informed Consent (FPIC) as expressed in international law on the rights of indigenous peoples. The company helps to build communities with a good housing market, good schools, attractive public spaces and a broad range of cultural and outdoor pursuits. They arrange education for their personnel to deepen their understanding of local culture.	X	X	X	Company, local communities
UK	**Cononish**	**Legal and Procedural Fairness:** After original planning application was rejected but the company cooperated with the planning authority to revise the application & get approval. ~£500 000 for local community projects and 50 – 60 jobs created with aim to hire majority locally. **Engagement:** Long-term landscape and ecological management plan in cooperation with stakeholders and extended after-care period. Processing methods avoid use of cyanide and other chemicals. **Benefit Sharing:** 7 – 8 apprenticeships provided and student placements/research projects also supported. Possibility of mine becoming tourist attraction post-closure.	X	X	X	Authorities, company, local communities, Loch Lomond & Trossachs National Park

UK	**Dun-tanlich**	**Legal and Procedural Fairness:** Original objections withdrawn after agreement to conditions. Additional environmental studies to address issues raised, reducing visual impact and haulage. ~30 skilled jobs created.				Authorities, company, local communities, Scottish Natural Heritage
		Engagement: Consultations with local communities, proposals on display in local village halls with experts on hand to answer questions. Reorientation of the project not to disturb Queen's View viewpoint.	X	X	X	
		Benefit Sharing: Engineering apprenticeship(s) created.				
	Hemer-don	**Legal and Procedural Fairness:** Voluntary shutdown of processing at weekends to minimise disturbance following noise & vibration issues. 200 people employed, many from local area.				Local authorities, companies, local communities
		Engagement: Newsletters, mail drops, Parish Council meetings and mine visits. Renamed the project to recognise local community. Voluntary ~£3 million liner in tailings dam to improve its safety. New permissive paths, bat shelters and >1 million trees planted by end of restoration. Use of local services/procurement.	X	X	X	
		Benefit Sharing: Student projects and internships supported.				
	Wood-smith	**Legal and Procedural Fairness:** Initial planning application was withdrawn by the company to re-examine environmental impacts. Plans significantly modified to reduce environmental impact with all major infrastructure sunk below ground. Up to ~1 700 jobs created during construction with ~1 000 direct long-term jobs				Local authorities, companies, local communities, North York Moors National Park
		Engagement: Local employment initiatives and recruitment programmes, including job fairs, websites & social media and advertising of jobs in partnership with contractors and local employment services.				
		Benefit Sharing: Sirius Minerals Foundation (an independent charity set up by Sirius in 2013 to leave a positive legacy from the Woodsmith Mine with a 0.5% revenue royalty. Foundation has awarded three separate rounds of funding since December 2017, with >£800 000 donated to 150 local projects supporting education and skills training, improving public spaces and facilities, health and well-being, vulnerable people and delivering environmental and community building initiatives. ~20 000 young people and ~80 schools visited to speak about opportunities related to the project and associated industries. Also offered graduate and undergraduate placements.	X	X	X	

Tool 1.3: Stakeholder Mapping and Stakeholder Frames

Stakeholder mapping and introduction activities are the very first steps a company should consider when coming to a new location. To be able to engage and create meaningful relationships with the local communities and other stakeholders, a company first has to understand who the key persons are, what their roles are and how might the relationships between different stakeholders affect the project. Understanding these factors will help the company to obtain a comprehensive picture and provide a basis for relationship building.

Steps:

1) Stakeholder Mapping

2) Introduction: Primary Dialogues

3) PEST Analysis (Tool 1.1)

4) Informal Meetings & Stakeholder Frames: Secondary Dialogues

1. Stakeholder Mapping

▼

2. Introduction: Primary Dialogues

▼

3. PEST analysis (Tool 1.1)

▼

4. Informal Meetings & Stakeholder Frames: Secondary Dialogues
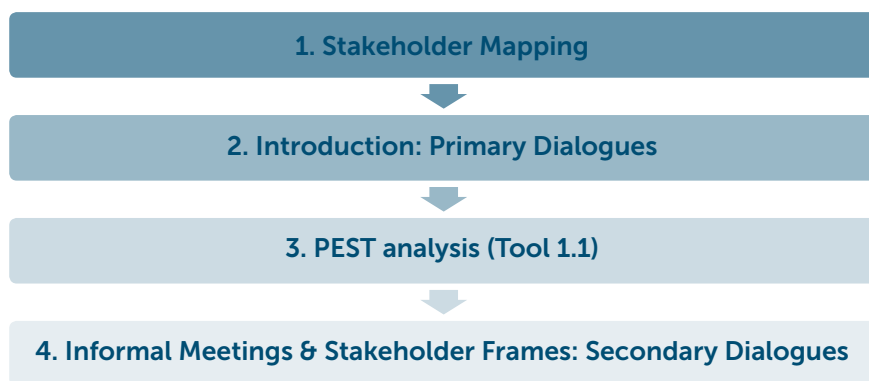
STEP 1. Stakeholder Mapping

Detailed stakeholder mapping is something that takes time, will need updating as community members and relationships change, and will likely take several iterations. Its purpose is to ensure potentially affected individuals and groups are consulted and involves determining with whom to engage, at what level of intensity and with what frequency. It is essential for the company to know and understand the broad aspects of community structure and social dynamics. Mapping practices have existed for a long time, including for example:

- OECD *Due Diligence Guidance for Meaningful Stakeholder Engagement in the Extractive Sector* (OECD, 2017)

- PDAC's First Engagement: A Field Guide for Explorers, p. 26-27 *https://www.pdac.ca/docs/default-source/priorities/responsible-exploration/programs---e3-plus---community-engagement-guide/pdac-first-engagement--a-field-guide-for-explorers.pdf?sfvrsn=e757a898_2* (PDAC, 2015)

- ICMM *Stakeholder Research Toolkit* (ICMM, 2015)

- IFC's *A Strategic Approach to Early Stakeholder Engagement: Good Practice Handbook for Junior Companies in the Extractive Industries* (IFC, 2014)

The initial round of stakeholder mapping should identify key individuals (community leaders, authorities, respected persons, etc.), interest groups and stakeholder networks. Priority stakeholders are those most affected by the project and a company must also pay special attention to vulnerable groups. As PDAC (2015) notes, it may be a useful approach to determine whether the stakeholders identified are people to be involved in the core-group of decision-making processes, people you want to keep informed along the way or

useful and knowledgeable people to turn to in case advice is needed. It is important to communicate with the stakeholders during the process as wrong assumptions may lead to tensions or even conflicts. Understanding the diversity of a community is the key for effective stakeholder engagement.

Stakeholder Mapping	
Steps to guide stakeholder mapping process:	• Determine who the key stakeholders are and who should be included in the core-group of decision makers. • Try to understand the structure and social dynamics in affected local communities. • Identify which groups are potentially the most affected. • Identify which groups are potentially the most vulnerable and make sure their voices are heard. • Communicate your intentions – if something is not clear, it is better to ask than assume. • Delving beneath the surface of stakeholder concerns is important as there may be underlying concerns that are not obvious.

STEP 2. Introduction: Primary Dialogues

When a company enters a new area, the first step is to introduce the company and key personnel to the local communities and other stakeholders. This is best done by organising a formal introductory meeting which aims solely at establishing contact with the locals. The purpose is to initiate the relationship and start to get to know the local culture and people, and to make observations about the dynamics between stakeholders. First meetings are meant to provide an opportunity for a company and community to connect and get to know each other and should not be used as an attempt to make binding agreements or to try and secure access to land. Communities and other stakeholders need to be given an opportunity to get to know who they are possibly going to cooperate with.

Introduction phase[1]	
How to carry out company introduction:	• Introduce yourself and the wider team. To engage on a personal level, you should share some personal information about your situation and your background. • Hold onto your purpose. The first meeting is about the first impression and introducing yourself – not about making agreements. • Ask questions about culturally sensitive issues you should be aware of in the respective area. • Ask about locals' impressions or their experience of exploration and mining. • Share information about exploration activities and the extractives industry. Be transparent. • Encourage stakeholders to ask questions. Do not make specific promises about jobs or the permitting schedule at this stage of the engagement process. • When closing the event, ask about stakeholders' positions towards future meetings and their preferred means of engagement. Set up a next meeting.

[1]. PDAC (2015) First Engagement: A Field Guide for Explorers, p. 15-17. *https://www.pdac.ca/docs/default-source/priorities/responsible-exploration/programs---e3-plus---community-engagement-guide/pdac-first-engagement--a-field-guide-for-explorers.pdf?sfvrsn=e757a898_2*

STEP 3. PEST Analysis

After formal introduction, the company would preferably draw from the PEST analysis already prepared to determine the underlying factors affecting the project. For full instructions of the PEST Analysis, see *Tool 1.1 PEST*.

STEP 4. Informal Meetings & Stakeholder Frames: Secondary Dialogues

After the formal introduction phase, it is time to deepen the relationship through informal discussions with the community members. Company representatives are encouraged to open discussions outside of formal meetings – wherever they meet locals. Discussions do not have to be structured as they are meant to provide information about the dynamics of the people, perceptions about authorities, cultural sensitivities and locals' previous experiences and perceptions about mining. It is important to pay attention to the diversity of people – all groups of people are important to engage with. Transparency and mutual efforts to share information are keys to engagement – it is a two-way street. If company representatives want to create personal and meaningful relationships with the locals, they are encouraged to share personal information about themselves in return. The Toolbox provides examples of useful questions to ask the community members. Examples of *Stakeholder Frames in Dialogue* provide examples of secondary, informal discussions that company representatives may find beneficial for building more substantive relationships, and at the same time, also shedding light on the environment they are planning to operate in and the people they are to be collaborating with. The presented dialogues are hypothetical situations of a fictional community in different contexts and do not represent or refer to any actual region or community.

Informal meetings – Secondary Dialogues[2]	
Possible questions and key phrases	• Local perceptions of the area; what are the future possibilities and visions but also possible sources of conflicts in the area?
	• Who are the key people the company should engage with?
	• Is there something particular to the area i.e. issues already identified in the PEST, site/local areas of importance that do not have designations such as viewpoints, parks, and rivers that the company should be aware of when conducting activities?
	• Possible mistakes previous companies have made in the area. Is there something the company could do better this time?
	• Are there any specific policies or behaviours the company should avoid?
	• What does the community expect from the company?
	• What form of cooperation does the community prefer?
	• What kind of economic development/community investment would they like to see?

Introduction to Stakeholder Frames

The stakeholder frames presented below are the same as those in the SLO Guidelines, but as part of the SLO Toolbox, the idea is to turn them into a usable tool for companies when they are trying to understand not just who the affected and interested stakeholders are but their underlying values linked to the acceptance of mining. Simply, the frames are meant to shift the focus from *what stakeholders do to what they believe*. By simplifying the questions in the Guidelines and framing the situation as a conversation between com-

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2. Ibid.

munity and company, except for Stakeholder Frame 3 which is between a community and authority, values and beliefs behind the arguments are easier to detect.

Beliefs are complicated though and do not neatly fit into a category. *These frames are not meant to be used to categorize people.* An individual may be situated in several frames simultaneously. The main benefit of the frames lies not in determining if an individual fits into a specific frame, but in understanding that most frames will exist in every community. If all the frames are addressed, then people's concerns should be as well and not only those most vocal and visible.

Whether the frames are useful for understanding group values related to SLO is not yet clear as the frames were developed based on an individual's attitudes and perceptions. It should also be noted that everyone's starting point is different and the frames assume mining is at least conceptually acceptable.

For the Toolbox, the stakeholder frames have been turned into stakeholder dialogues that help illustrate a conversation with someone who shares a particular frame. Understanding beliefs and values alone will not ensure a successful result though. As is true for any fruitful conversation, the starting point is respect, a willingness to listen and an open mind.

Stakeholder Frame 1: The Company Works with the Local Community

In this hypothetical scenario the company wants to start a new mining project in an area where different land use interests exist. The community consists of different interest groups; *landowners, environmentalists, tourism entrepreneurs and concerned locals.* The community values the positive impact the project would have on local employment but at the same time they fear for negative consequences on traditional livelihoods. They are also deeply concerned about the negative consequences on the environment. In this hypothetical situation, the company and local communities are already engaged in conversation but the process of trust-building is in the very early stages. The company aims to create a better understanding of the beliefs and values of the community in order to map out possibilities for mutual cooperation.

Q1: What do you expect from us as a company? How do you expect us to improve your community?

> A1: We expect partnership and equality. Our community does not approve of the project because your company does not respect our way of life.

Q2: As a representative of the community, how would you describe a company that acts fair? What does this mean in our situation?

> A2: You should be transparent and avoid acting behind our backs. We want the company to compensate fairly for the possible negative consequences of their operations.

Q3: Beyond financially contributing what is required by law, what kind of community investments would help your community to develop? And what does 'development' mean to you?

> A3: Our definition of development is: local employment, education and ecological compensation by improving ecosystems.

Q4: We want to engage with you, the local community, but are not sure how to. What do you expect from us regarding communication?

> A4: Ongoing, honest dialogue and a long-term commitment to working together.

Stakeholder Frame 2: Mining is Accepted and Contributes to Society

This scenario starts from the situation where a particular mining project has already been accepted. Although the mine is already open, the company seeks societal SLO by engaging in conversation about general values and society's attitudes towards mining in country X.

Q1: How do you perceive mining in "country X"?

A1: We understand the value of the mining industry for local employment, but the industry still has a negative association in our minds due to past environmental accidents and disrespectful behaviour.

Q2: How should we as a company act so that the extractive industries would be acceptable on the societal level? What kind of changes should we make?

A2: We think that the company should go beyond the legislation. They need to show accountability and long-term engagement in their actions.

Q3: We hear you – you are saying that industry behaviour could be improved. How could we cooperate better?

A3: We propose environmental compensation, community investments and projects carried out together with the locals.

Q4: Does the public expect mining companies to take a stance on larger, societal issues such as environmental issues?

A4: Yes, we expect that the industry follows the sustainable development goals (SDG) as society has already accepted them and is moving towards these values.

Stakeholder Frame 3: SLO Grounded in Effective Legislation and Regulation

This scenario is the only one that takes place between a *community and authority*. It assumes an already ongoing project and the authority wants to know how mining legislation and its implementation are perceived by community members, especially those most affected. By doing so, they engage in a deeper, value-adding relationship with mutual benefits. To showcase some of the possible grievances, the community shows distrust towards the governance of the project in this example.

Q1: Do you think the process is fair and consistent?

A1: We are afraid the company will dominate the decision-making processes and our opinions will be ignored. However, we think that legislation regarding mining operations is sufficient – as long as the rules are followed.

Q2: Do you believe we as an authority implement the laws well? Do you think current regulation of the mining industry is sufficient?

A2: To ensure everything goes by the rules, we demand good governance and legal responsibility.

Q3: If there is a conflict of interest between you, the community, and the company, do you know who to turn to and that a dispute resolution process exists?

A3: This is something we could discuss with the company. If we know who we can talk to if problems occur, we would probably trust the process more.

Q4: The law requires a mining company to deposit money to ensure a mine is properly closed and the area restored. Does this help assure you the company will operate and close the mine responsibly?

A4: This does not address the possibility of accidental spills or if you need to stop operations and temporarily close the mine. What guarantees do we have that our land and livelihoods can be restored even if the mine has problems or closes early?

Stakeholder Frame 4: Local Self Determination and Partnerships

In order to acquire a higher level of SLO, the fourth Stakeholder Frame emphasizes local empowerment and the possibilities for communities to engage in decision making processes. It does so by acknowledging the importance of giving voice to those most affected by the mining operations. In this scenario, the company wants to find out if the local community feels like they are being heard. They are also looking for indications of possible concerns over specific topics regarding exploration and/or mine development and ongoing operations.

Q1: As a community, do you feel like your voice is being heard in the process for permitting a mine?

A1: These meetings do ensure that our voices are heard. However, we think that the company should engage in conversation with the locals who practice traditional livelihoods in this area because their way of life may be at risk.

Q2: We think that you as a local community are most affected by this project and we want to engage you in the decision-making process. Do you think we have included all the relevant stakeholders?

A2: Landowners and people who live off of traditional livelihoods should be included. Young people should have a say in their future, too.

Q3: Are you aware of the grievance mechanism our company has put in place? And if so, what do you think about it?

A3: We are aware but do not understand how the grievance mechanism works. We also believe this should be designed at least partly in collaboration with the community.

Q4: How do you see your community in the future? Is there something we as a company could do to help you to realise it?

A4: Our community values environment, educational opportunities and regional development. Could we set up a steering group to think about the projects that would help us to meet our goals?

Stakeholder Frame 5: Self-Governing Industry

In this scenario, the industry follows regulations, governs itself voluntarily and needs no additional regulation. As a self-governing industry, companies are proactive in tackling possible issues that may arise. Therefore, they regularly arrange opportunities for the locals to share their views and listen to them closely. In this example, the project has SLO but the community is somewhat dissatisfied with company's communication.

Q1: Are you satisfied with the current practices or is there something we could do differently?

> A1: We think that the company is showing responsibility by following the legislation and ensuring that their practices are in line with regulations. However, we are not satisfied with the level of transparency.

Q2: Do you think the mining industry is doing a good job at self-regulation?

> A2: Yes and no. We see that the company is proactive, but we do not think they communicate their operations transparently enough.

Q3: Do you think that our current behaviour ensures responsible mining?

> A3: Yes, but we demand regular meetings between the company and local community to ensure the situation stays that way and if anything occurs, the information will be shared with us.

Q4: Do you think mining is important for economic growth in your community/region/country?

> A4: It has created economic growth in our region. However, there are other competing land use interests and we want to ensure that the regulations are followed.

ACTIVITY 2: INTRODUCE

The second relationship-building activity, Introduce, is for companies and authorities and shifts from desktop work to being on-the-ground and meeting people. Introducing oneself to strangers is never easy, and it is especially difficult if they are unsure of, or even opposed to, what you are doing. While the tools will not solve these problems, they will at least provide guidance as to how to approach community members, what should be discussed and what kind of mechanisms should be implemented now to ensure ongoing communication is smooth.

The tools consist of:

- Tool 2.1: Checklist for First Meetings Between Community-Company

- Tool 2.2: Checklist for First Meetings Between Community-Government

- Tool 2.3: SLO Video

Tool 2.1: Checklist for First Meetings Between Community-Company

Tool 2.1 is a checklist for companies aiming to start a project in a new area. For example, if company representatives are going to meet community members and other stakeholders for the very first time, the checklist will help them consider and remember all necessary aspects they need to think of when organising the first meeting.

Checklist for company:

- If possible, in partnership with the local municipality, have a first open house inviting all community members and other interested stakeholders. If this is not possible, go to local coffee houses and events held in the area and speak with people. Schedule open houses where people can go to meet and speak with you informally.

- Introduce the company and key personnel. Communities are interested in creating personal relationships with the company, invest in engagement and transparent communication.

- Introduce company values and objectives of the project.

- Ask communities about their past experiences with mining projects.

- Explain the mining cycle and mining related legislation; communities might or might not have previous experience of mining projects, or their experiences might be negative.

- Establish a liaison with contact information. Ensure that locals know who to turn to in case they have concerns.

- Engage with local NGOs. Offer opportunities to get to know company policies and procedures.

- Seek to understand locals' values, traditions and culture.

- Discuss community expectations. Encourage them to share their concerns and views.

- Discuss benefits for the local communities; find out what the communities value and ensure they benefit in the ways that are most meaningful to them.

- Continue regular meetings and share information transparently.

Tool 2.2: Checklist for First Meetings Between Community-Government

While the actions of authorities in permitting exploration and mining projects are defined by law, their role in the public eye is not only to hold companies and the mining industry accountable and ensure they operate responsibly, but to make this visible to the public and hence provide a real sense of assurance. Increasing the visibility of their role can happen in many ways, but in terms of reassuring communities who may be affected by a project, the following Checklist for Government will provide guidance for authorities aiming to facilitate dialogue with communities.

Checklist for government:

- Government should propose dates when and where they will be available to meet community members, preferably without the company present (bring coffee and cookies).

- Introduce the permitting procedures and the Administrative departments involved in the process.

- Informally discuss how residents see their community, if they have concerns. If in conjunction with a potential project, ask what they think of government, their role in the process, and perceptions about exploration/mining and the company.

- Establish a formal liaison in the government that community members can call.

- Especially if communities are small, use less formal methods as well such as meeting at the local coffee house.

- For certain stakeholder groups or communities, virtual meetings might be feasible and appropriate. Accessibility is key.

- Seek to be a facilitator between the community and company.

- Ensure there is a grievance mechanism between the community and government.

- Continue the meetings. These should be ongoing so the government knows the sentiment of the people throughout a project.

- When there is an actual project (i.e. an operating mine), ensure companies are complying with reporting requirements. Encourage the companies to send monitoring reports to communities.

Tool 2.3: SLO Video

The SLO Video was developed as part of the MIREU project to provide a brief overview (2 minutes 49 seconds) of what social licence to operate is in the European context. It emphasizes 3 points to achieve and maintain SLO in Europe:

• Improved mining legislation

• A more active role for governments as regulator and mediator

• Better engagement with communities by industry

Please click on either of the links below to watch the video:

Unsubtitled version: *https://vimeo.com/422801548*
Subtitled version: *https://vimeo.com/422799244*

ACTIVITY 3: REACH-OUT

The 'Reach-out' activity is where the actual relationship-building starts between a company and community and provides the opportunity to start learning about one another. The Community-Company Vision Statement is a means for starting to explore where there may be areas of common interests. The SLO Card Game can be used solely for entertainment or for learning and may be played in person or virtually. Financial incentives are for authorities and provide examples from Canada that may be applied to Europe to incentivise exploration activities and public engagement.

The tools consist of:

- Tool 3.1: Community-Company Vision Statement

- Tool 3.2: SLO Card Game

- Tool 3.3: Financial Mechanisms to Encourage SLO

Tool 3.1: Community-Company Vision Statement

The Community-Company Vision Statement is inspired by the concept of what is called a Community Protocol in Canada, which is typically a document developed by a community that expresses their needs, expectations and lays out how the community sees its future.

MIREU's Community-Company Vision Statement is a lighter version of a Community Protocol and focused more on trying to get communities and companies to meet and start talking. This tool is a template for a short document that shows members of the community and company have met with each other, initiated conversation and established a connection. The Statement is not about gaining consensus or coming to a certain conclusion but rather about documenting expectations and visions, and to find out common points of agreement and disagreements. Ideally, the document would be stored by a neutral third party.

This tool is useful at the beginning phase of a project as expectations between communities and industry will likely be different. It also allows companies to determine whether an area may or may not be suitable for a project, provides companies with written verification that they have made an effort to engage with communities and provides a snapshot in time for where the community is. It is also useful for later phases to see how the vision of a particular community has changed.

This tool is provided as a table below. The first column addresses three Community Vision Topics:

- Company Behaviour

- Community Identity

- Community Well-being

The second column provides guiding questions:

- 1 – the questions a community should ask the company

- 2 & 3 - the questions a company should ask the community

In addition to the examples provided in the Tool, potential discussion topics may include questions related to, for example, jobs, standard of living, economic future, local livelihoods, community identity, environmental concerns, the voice the community wants to have in the mining process and prior experiences with mining.

Community Vision Topics	Questions that should be asked[3]	European Examples in Practice[4]
Company Behaviour Good Governance Social Responsibility Fairness Respect towards Cultural Norms	**Community initiates:** • Do we have a role in decision-making? How is the company going to collaborate with us? • We want to be treated in a fair and respectful manner. Is the company going to respect our way of life? • Is the company acting in a socially responsible way; do their policies and actions contribute to the well-being of our community?	In Talvivaara, nationwide protests led to significant changes in the whole extractives industry in Finland. To improve transparency and to promote better collaboration between different actors, the Finnish Network for Sustainable Mining was established to function as a forum between the mining companies and its stakeholders, including NGOs. The Ministry of the Environment also set an authority working group to deal with topical issues related to environmental safety of mines (KYTU working group). Sakatti's sustainable mining contract between the companies, local stakeholders and municipality is another example of multi-stakeholder governance and willingness to engage in better dialogue. In Gällivare, Sweden, the company works in close collaboration between the Sámi communities. The impact assessment is made in cooperation with reindeer herders. Development projects such as reindeer warning system, GPS project, reducing contorta forests and re-establishment of lichens for reindeer's winter grazing as a rehabilitation method are developed with the local communities.
Community Identity Economic Development Environmental Awareness Education & Training	**Company initiates:** • What kind of a vision do you have for the future development of this region? Is mining part of it? • Do you see mineral exploration as a valuable part of the local economy and development? • What kind of social benefits do you see from the mine?	Case studies from the UK provide good examples of companies engaging with the local educational institutes. For example, the company operating Woodsmith mine has offered graduate and undergraduate placements in operations, process engineering, commercial, external affairs and geology. They have arranged 56 education outreach events and 50 engineering apprenticeships have been launched. These education outreach events focused on working with disadvantaged young people. The operator of Woodsmith mine in the UK has invited local people to become shareholders in the company. This has given local communities a strong sense of ownership in the project. With a history stretching back to the 8th century, Austria's Erzberg mine is currently the most important employer of the region and the ambassador of the "Styrian Iron Route". The mine is well accepted among the locals. It also creates possibilities for alternative sources of income as it is used as a location for sports events, films and research as well as a touristic hotspot.
Community Well-being Toxic-free environment Good air and water quality Good quality of life Community cohesion	**Company initiates:** • Are you satisfied with the relationship between the project and your community? • Do you think your voices are being heard by the project management? • How could the project contribute to the well-being of the community? • Are you satisfied with our efforts to minimize negative impacts on the environment?	Barruecopardo mining project is located within a Natura 2000 protected area (for bird protection) and bordering the Natural Park of Los Arribes in Spain. Considering this, the company works in collaboration with the Territorial Environmental Service of the regional administration. The company has adopted an objective to minimize all the possible secondary effects on birds and the environment in general. With this aim, the company has designed a set of measures to prevent, correct and compensate any possible impact that the project may produce in different areas: fauna, flora, environment and local society. The measures have been agreed with the authorities and environmental agents. In addition, all these measures are and will continue to be monitored throughout the life of the project, as established in the Program of Environmental Monitoring designed by the company. In Sweden, a mining company, country administration and landowners have made a 50-year agreement which guarantees that no activities, other than for the fulfilment of an environmental compensation plan, will be carried out in the area. The company aims to compensate a significantly larger area than its operations have affected by managing and repairing the forest by adding dead wood from affected area, burn-clearing, adding deciduous trees, improving birdlife and improving possibilities for outdoor activities.

3. Boutilier, R. (2017) A Measure of the Social License to Operat e for Infrastructure and Extractive Projects.
4. MIREU Research

Tool 3.2: SLO Card Game

The goal of the SLO Card Game is to allow people to engage with each other in a safe space. It also provides an opportunity to see things from a different perspective through role playing. The game is meant to be fun but if some learning occurs during the game, then all the better! The game is based on the card game, Werewolf, and the objective is to guess who one's teammates are by the answers they give. When one figures out who his/her teammate is, he/she should 'like' their answer so they score points and can put a token(s) on the playing board. The team with the most tokens wins. The full package of the card game can be found as a separate document on the MIREU website.

A simple demonstration of the SLO Card Game with six players is shown on the next two pages, including a corresponding scoreboard. In the demonstration, three identities are distributed among six players with six tokens representing each player. The players place their tokens on the game board when they receive more "thumbs up" than "thumbs down". The number of tokens show the points they receive. The scoreboard indicates which question is answered by which identity as well as the result of the thumbs up/down. This record can be used as a basis for open discussion after the game ends. Please see *https://mireu.eu/slo* for the complete version of the SLO Card Game.

GAMEBOARD

ATTITUDE

ISSUE

ICEBREAKER

X9   X6   X8

Tool 3.3: Financial Mechanisms to Encourage SLO

The concept of SLO originated in 1997 from an executive with Placer Dome, a Canadian company, and since that time Canada has been actively dealing with these issues. The intent of the following section is simply to relay lessons learned in Canada as to how exploration activities can be incentivised.

Encouraging Exploration Through Financial Incentives

In Canada, mineral resources are owned by the state and administered by the Provinces and Territories. Individuals and companies may gain a right to explore for and/or mine minerals through claim staking or leasing processes. However, this right is only for the subsurface minerals and not for the surface of the land which is subject to a separate right and ownership: a situation known as severed title. In practice, the holder of a mineral right has to reach an agreement with the holder of a surface right in order to gain unimpeded access to the land in order to explore or develop a mineral resource. The separation or severed subsurface (mineral resources) and surface title or right is the dominant form of mineral resource ownership around the world, and the situation in most of the European countries.

Under Canadian mining law, the holder of a claim or mineral lease is required to conduct work on the claim in order to maintain it in good standing and hence retain ownership. Such work, called assessment work, is defined in the relevant regulations and has to be reported annually, or a payment made in lieu of actual work. Under the Canadian tax code, eligible exploration expenses – in effect the activities defined as assessment work - are deductible against taxable income.

In the 1950s, the Canadian government introduced **Flow Through shares** as an incentive to stimulate exploration for minerals, oil and natural gas. In the mining business, it is common for the 'junior' exploration-only companies to have no net income for tax purposes and, as a consequence, accumulate deductions for tax purposes that they may never be able to use. These companies also need to raise financing in order to continue funding exploration activities. The basic principle behind flow through share is that a mining company is willing to forgo the tax benefit from eligible exploration expenses that it incurs and can renounce these expenditures to investors buying shares in the company. The investor buying the shares can then apply the tax benefit renounced by the mining company as a deduction against their own taxable income. In this scenario, **the mining company gains financing and the investor a tax benefit.**

Following repatriation of the Canadian Constitution in 1982, which reasserted Aboriginal Rights, and following confirmation in the courts of the existence of unextinguished Native Title to traditional land, there arose the clear need to engage with Native Title holders over access to land and mineral development. Community engagement with Canadian First Nations, Inuit and Metis populations to gain and maintain a SLO became an increasingly complex, time consuming and expensive aspect of mineral exploration through the 1990s and into the present century. Under pressure from the industry, and in response to the policy imperative of continuing to encourage mineral exploration and development, the Provinces and Territories **changed the scope of assessment work to include community consultations, which allowed such expenses to contribute to maintaining mineral claims in good standing. This also expanded the definition of Eligible Exploration Expenses under the Tax Code and hence the deduction for tax purposes that accrue to the company and can be passed on to the investor as Flow Through Shares.**

The situation in Ontario is relevant to the Canadian experience. The Ontario Mining Act[5] (1990) established a legal framework that identified the relevant expenses eligible under the Assessment Work program with the 1996 revision including, for the first time, public engagement activities of exploration stage projects. *Ontario Regulation 6/96* provides the following definitions and instructions:

> (2) Expenses incurred on or after the date this section comes into force by the holder of mining lands in conducting consultation with Aboriginal communities in relation to exploration activities proposed to be conducted on those lands are eligible for assessment work credit in accordance with the following:
>
> **1.** The expenses are not subject to the time limits or reductions under subsections 4 (1), (3) and (4).
>
> **2.** For the first required unit of assessment work for a mining claim, expenses may be submitted without accompanying geoscience assessment work.

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5. Mining Act (1990) *O. Reg. 6/96: ASSESSMENT WORK (ontario.ca)*

3. After the first required unit of assessment work, the expenses may only be submitted for assessment work credit if geoscience assessment work has been performed and is being reported at the same time for the claim.

4. The expenses cannot be credited towards the units of assessment work required to apply for a lease of the mining claim under section 81 of the Act.

5. The required supporting documents for the expenses are submitted. O. Reg. 309/12, s. 6; O. Reg. 274/17, s. 1.

After the law was changed, the tax code could be changed in order to make community engagement an exploration expenditure. *Ontario Focused Flow-Through Share Tax Credit[6]* lists community consultations as an eligible expense based on following requirements:

Eligible mining exploration expenses must result from mining exploration activities required to determine the existence, location, extent or quality of a mineral resource in Ontario. This includes:

• environmental studies or community consultations

• prospecting geological, geophysical or geochemical surveys

• drilling by rotary, diamond, percussion or other methods

You cannot claim expenses for an existing mine, including potential or actual extensions of that mine.

A Word on the Adaptability to the European Context:

The Canadian system enables any person to stake an exclusive claim to a particular piece of land they intend to access for mineral exploration. The owner of any right to the surface of the land retains that right. To maintain the right to the claim, the person or company intending to explore must demonstrate they are actively working on it and proceeding as intended. In Canada, this system has been crucial for encouraging exploration. From an SLO perspective, the model encourages junior companies to invest in community consultation and engagement which ideally results in better dialogue and good communication between the industry and communities.

Although details of compatibility/implementation of the Canadian model would have to be considered separately at the national levels of each Member State, authorities working for the implementation could benefit from following (some of) the principles already adopted in Canadian Provinces and Territories. Assessment Work Credits could be a useful mechanism to ensure that mineral claims are maintained in good standing. This way governments would have a tool to steer industry towards sustainable practices. However, the Canadian model has been *criticised by the Mining Watch and the First Nations* for encouraging companies to prolong their exploration activities without intentions to establish operations in the area[7]. The European model would have to consider this aspect when drafting their legislation.

Considering that mineral resources in Canada are governed by the Provinces and Territories, the European implementations could adopt a somewhat similar system given the Member States have the competence to regulate mineral resources, and therefore each could implement their own assessment/incentive procedures as well.

Lessons from Saskatchewan

Another example of government assistance from Canada, is the coordinated effort between the provincial government, municipality and First Nations band. In northern Saskatchewan, the pressure of uranium exploration created some uncertainty and, in response, these three levels of government created public engagement activities for junior mining companies in Saskatchewan. A forum for junior exploration companies was carried out in 2014 to allow residents to relay their concerns, pre-empt plausible disturbances, and build lines of communication and relationships with 12-15 companies interested in drilling for samples around a uranium deposit found in the area. The three governments decided to deal with the situation by

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6. Flow-Through Share Tax Credit *Ontario Focused Flow-Through Share Tax Credit | Ontario.ca*
7. Mining Watch & First Nations (2007) *https://miningwatch.ca/blog/2007/2/2/mining-investors-and-tax-system*

funding company-community engagement activities and helping companies by providing them free meeting rooms and taking care of other related costs.

The lesson learned from Saskatchewan is that **government can act as an initiator of dialogue.** A proactive approach helps to foster company-community dialogue and results in better collaboration between different stakeholders. **Governments can help to incentivise public engagement activities by covering the costs of junior companies and simultaneously demanding a certain quantity and quality of engagement activities.** Investing in industry-community relationship-building offers governments opportunities to not only steer public engagement of new companies exploring the area, and at the same time ensure local communities' participation in the process, but also foster desirable behaviour and responsibility in the industry.

Financial Mechanisms to Encourage SLO	
Disclaimer: these are only suggestions for how government can incentivise exploration activities. As most conflicts occur in the exploration stage, governments could support junior companies in their community engagement activities by:	• Adopting a European-tailored program of 'assessment work' for exploration projects that requires public consultations • Developing tax incentives for junior companies to steer the industry towards good practices (better community engagement and sustainability) • Funding company-community engagement activities for junior companies by providing free meeting rooms and other related costs • Government should also consider the local impact of numerous companies operating simultaneously in an area and support the local communities

Further Reading:

1) Assessment Work program explained in detail: O. Reg. 65/18: ASSESSMENT WORK (ontario.ca)

ACTIVITY 4: ESTABLISH

The fourth relationship-building activity focuses on deepening existing relationships, or in SLO language, transitioning from transactional relationships to inter-personal ones. The tools mainly are for companies because they revolve around the relationship between community and company, especially in terms of engagement, responsiveness to concerns and the ability to measure the level of SLO at any point in time. The SWOT analyses template and examples, however, are for authorities to analyse SLO approaches addressing the societal dimension. While the indicators were developed for companies, they can also be used by authorities to measure the societal level of SLO.

The tools consist of:

- Tool 4.1: Community Engagement Plan

- Tool 4.2: SWOT Analyses – Template and Examples

  - SWOT on Finnish Network for Sustainable Mining

  - SWOT on the Communities of Interest Protocol in Spain

  - SWOT on Saxony's Raw Materials Education Initiative

- Tool 4.3: Grievance Mechanism

- Tool 4.4: SLO Indicators

  - 4.4.1: SLO Measurement Process

  - 4.4.2: Survey Design and Measurement Protocol for Qualitative Indicators

  - 4.4.3: Interpreting SLO Scores from SLO Indicators

Tool 4.1: Community Engagement Plan

This tool provides guidance on the rules decided upon collaboratively by both the community and the company to define what engagement will look like, how often it will occur and the topics. It also begins an informal register of commitments between company and community. It is meant to be a dynamic document that is always progressing as relationships broaden and deepen. Given the existing framework of legislation and regulation, and that SLO operates outside of this framework currently, it is not clear what constitutes evidence that a community agrees and is therefore suggested that the form of evidence, as the document is not legally required, be negotiated by the parties. As to the custodian of the Plan, again this is something that should be negotiated but ideally it would be held by a trusted third party such as a notary. This said, while the document itself is important, it is the actual negotiation process that is the emphasis here as this is what strengthens and deepens relationships.

Community Engagement Plan

Community engagement – for the company to consider	• Use dialogue-based approach. Encourage locals to share their views – often this can be achieved by creating a welcoming and safe atmosphere. • Consider hiring a community member to act as a liaison coordinator. Locals might consider it easier to talk about their concerns with someone from their own community. • Map stakeholders (previously done in Activity 1: Familiarise). Stakeholder engagement is about good communication, and identification and mitigation of impacts and risks. • Company's efforts should be proactive instead of reactive. It is crucial to understand stakeholders' views and build a culture of collaboration based on shared expectations. • Get to know local culture, history, livelihoods and traditions. Engage with stakeholders to understand attitudes and areas of knowledge and expertise. Engage to find out priorities, risks and opportunities. Aim to understand how project might affect the stakeholders. • Stakeholder engagement creates opportunities for participative decision-making. Ensure processes of engagement offer genuine opportunities for public participation. Make sure company communication is understood by everyone. Information must be understandable and accessible to all stakeholders. • Ensure appropriate mechanisms of reporting and dispute resolution are in place. Share information about these systems. • Strategic stakeholder engagement is built on long-term objectives and it is an inclusive and continuous process.

Communication – for the company to consider	• Take a neutral tone when providing information to the community. Is the wording presented in a way that does not overtly tilt toward mining interests? Are both benefits and impacts discussed?
	
	• Consider multiple communication tools including
	
	  • Conducting house to house visits for those who may be unable to attend public meetings
	
	  • Use radio, television or print media
	
	  • Access existing communication networks
	
	  • Create a website or use social networking sites
	
	  • Post information or create a strategically located notice board.
	
	• Be brief as too much information can be overwhelming. Consider one-page summaries of critical documents while making more extensive information available for those who want it.
	
	• Use visuals – maps, photos, diagrams, organizational charts, posters, videos or scale models to convey key messages.
	
	• Use skilled communicators – people experienced in making public presentations using plain language and appropriate tools are important. These people will need to be well informed about the project to reply to questions, backed up by key people available to answer technical questions[8].

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[8]. Gibson, G. & O'Faircheallaigh, C. (2015) IBA Community Toolkit.

Topics that should be addressed collaboratively with the community	• Discuss together with the communities:
	• Economic benefits for the locals; what are the most meaningful forms of community investments?
	• Environmental accountability and possible means of environmental compensation (Natura 2000)
	• Socio-economic development, community health and well-being, infrastructure
	• Dispute resolution mechanisms
	• Community and regional development visions and land use plans (including future land use of mine site)
	• Social and cultural integrity
	• Distribution of costs, benefits and risks; mechanisms created in collaboration with local communities
	• Use principle of Free, Prior and Informed Consent (FPIC) when applicable, non-interference with traditional activities

Tool 4.2: SWOT Analyses – Template and Examples

A SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) is a useful tool for analysing potential strategies or actions. As the SLO work in MIREU showed that SLO consists of both a societal and community dimension, and that the societal dimension is starting to be addressed by government and industry alike at the national level, three exemplar approaches were selected for the SWOTs.
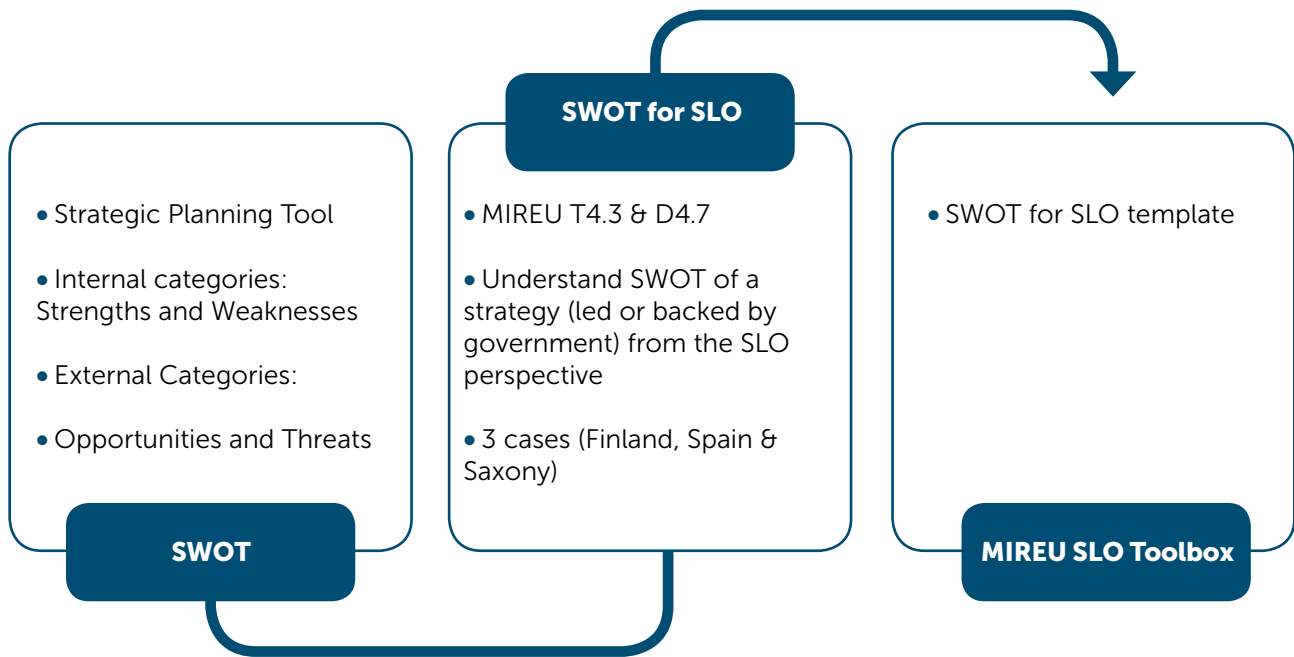
The first is the **Finnish Network for Sustainable Mining (Kaivosvastuu)** which was initiated by the Finnish government in 2013 after the environmental disaster of Talvivaara. In the beginning, the Network operated under the direction of the Finnish Innovation Fund (Sitra) but was later moved under the Finnish Mining Association (FinnMin). The aims of the Network are to develop and strengthen dialogue and cooperation between the mining industry and its stakeholders, and to promote the development of more responsible and sustainable mining practices in Finland by encouraging voluntary self-regulation mechanisms for the mining industry. In addition to acting as a platform for discussion, it aims to develop practical tools for the mining industry and reduce the risk of conflicts between companies and society.

The second is the adoption **of the Community of Interest Protocol as a Spanish Association for Standardisation (UNE) Standard.** Adopted and in force by 2018, the standardisation body under the Spanish Ministry of Economy, Industry and Competitiveness provides technical standards for sustainable mining (UNE 22470/80). Implementation of these standards is voluntary for the companies. In the latest revision (2019), UNE adopted the Community of Interest (COI) protocol (excluding the indigenous aspects) into the UNE Sustainable mining management system (UNE 22470/80). The COI Protocol in Spain originates from the *Toward Sustainable Mining (TSM): Aboriginal and Community Outreach Protocol* developed by the Mining Association of Canada (MAC).
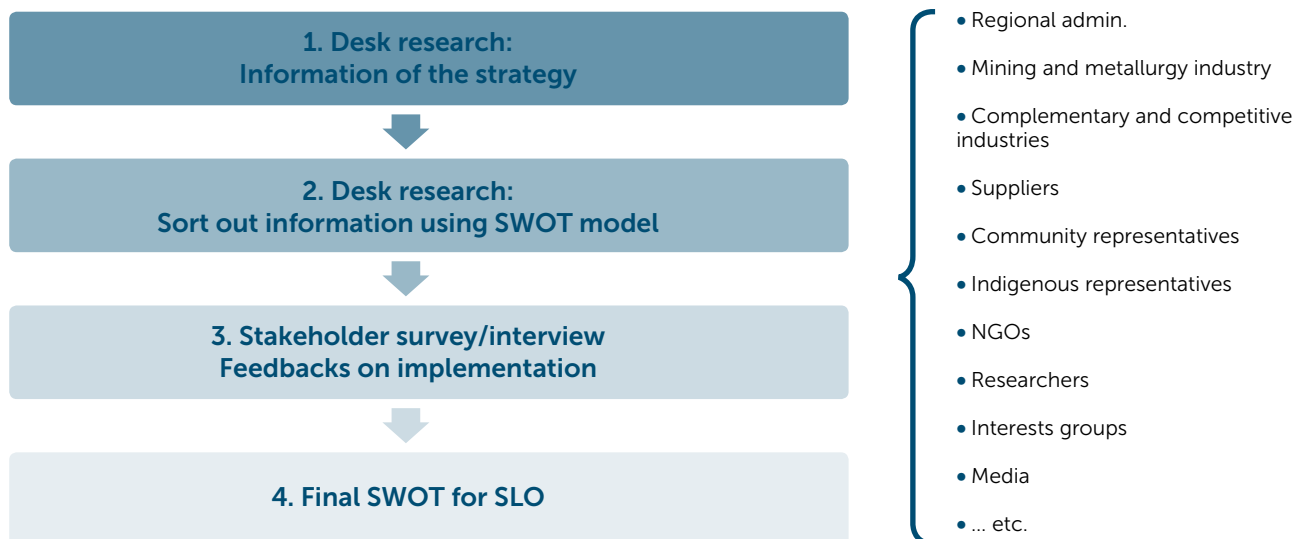
The third is the **Saxon Raw Materials Strategy – Guideline 8: Awareness of raw materials** which is a government-led initiative based on a broad public consultation. The initiative shares information about the raw material economy, raw materials, post-mining landscapes rehabilitation and sustainable regional development through, for example, media and school education. Raising knowledge and awareness on raw materials related research is the initiative's key objective.

For a comprehensive analysis of the three approaches, please see Deliverable 4.7.
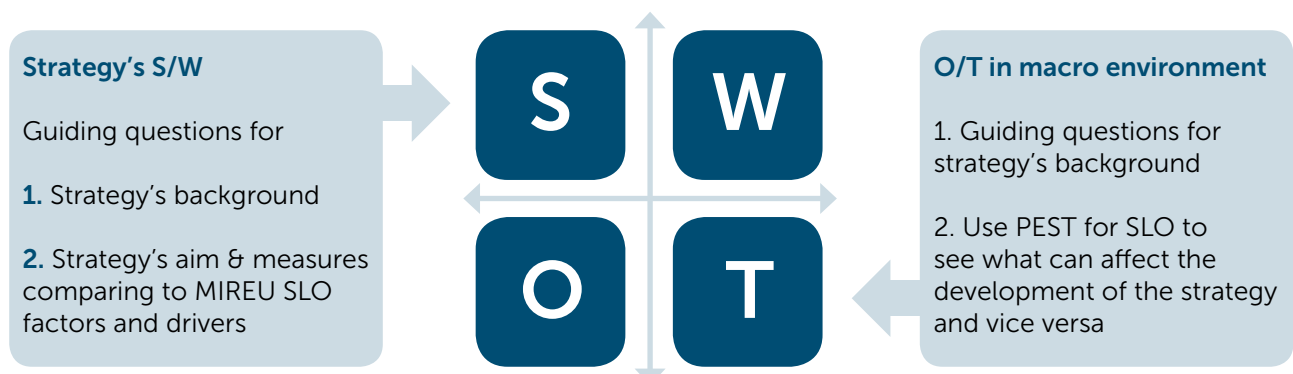
General SWOT Template

SWOT

- Strategic Planning Tool
- Internal categories: Strengths and Weaknesses
- External Categories:
- Opportunities and Threats

SWOT for SLO

- MIREU T4.3 & D4.7
- Understand SWOT of a strategy (led or backed by government) from the SLO perspective
- 3 cases (Finland, Spain & Saxony)

MIREU SLO Toolbox

- SWOT for SLO template

Steps in the SWOT

**1. Desk research:
Information of the strategy**

**2. Desk research:
Sort out information using SWOT model**

**3. Stakeholder survey/interview
Feedbacks on implementation**

4. Final SWOT for SLO

- Regional admin.
- Mining and metallurgy industry
- Complementary and competitive industries
- Suppliers
- Community representatives
- Indigenous representatives
- NGOs
- Researchers
- Interests groups
- Media
- … etc.

Steps 1 & 2: Desk research

Strategy's S/W

Guiding questions for

1. Strategy's background

2. Strategy's aim & measures comparing to MIREU SLO factors and drivers

S W

O T

O/T in macro environment

1. Guiding questions for strategy's background

2. Use PEST for SLO to see what can affect the development of the strategy and vice versa

Step 3: Stakeholder survey/interview

Guiding questions for Steps 1 & 2	SWOT categories
1. Why was the strategy/initiative established?	T
2. What is the aim or objective of the strategy/initiative?	S
3. Is the strategy/initiative established by the government or other organizations?	S&T
4. Is the strategy/initiative financially supported by the government and for how long?	S&W&T
5. Are stakeholders of different interests involved in the strategy/initiative in a balanced manner?	S&W
6. Is the participation and implementation in the strategy/initiative voluntary?	T
7. Compare the measures implemented by the strategy/initiative with the four MIREU SLO factors and drivers	S&W
8. Categorize background information of the region using PEST for SLO	O&T

Guiding questions built on:

1. Questions in previous surveys

2. Feedbacks from participating partners/stakeholders

3. Review the finalised SWOTs for SLO

Step 4: Final SWOT for SLO

Use feedback provided by stakeholders (Step 3) to update your draft SWOT (Step 2)

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For more information, please visit: https://mireu.eu or MIREU Knowledge Portal
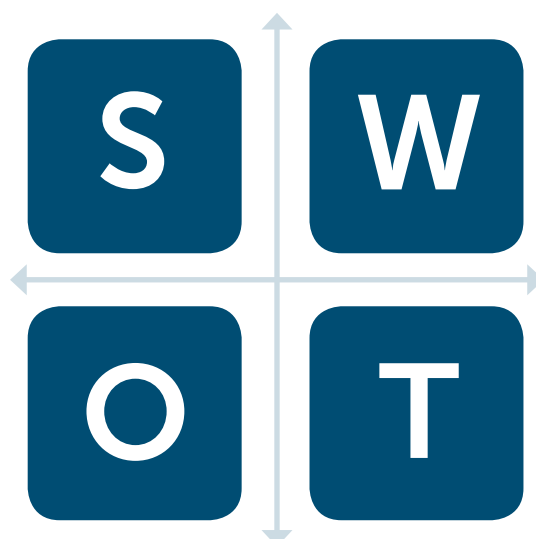
WP4 SLO
SWOT Case Study

KAIVOSVASTUU
Finnish Network for Sustainable Mining

The aims of the network are to develop an open, balanced and continuous dialogue and co-operation between the mining industry and its stakeholders, and promote the development of more responsible, sustainable and predictable mining practices in Finland.

STRENGTH

→ Initiated by the government & supported for 2 years
→ Neutral network – balanced membership & stakeholders
→ Co-planning & co-decision making with stakeholders
→ Co-establishing sustainable Finnish sustainable mining protocols with stakeholders

"Sharing objective information."

→ Adopted all of Canada's Toward Sustainable Mining Protocols & added 2 more (water and closure) to tailor it for Finland
→ The public feels industry is more accountable and has more confidence in industry because of the liability standards adopted by the Network
→ Members of the Network clearly see the Network as being a major achievement and support it and want to see it continue

WEAKNESS

→ Finnish government ceased funding the Network after the first 2 years and now it must raise its own money to continue
→ The Network is not very visible to the public and its work remains largely unknown
→ Missing key interest groups in the Network

"The greatest risk is the lack of commitment of the stakeholders and parties.
The Network is as strong as its partners, meaning if they leave, there's no Network."

OPPORTUNITY

→ Rebuilding trust towards the government and mining
→ Attracting more investments with clear rules & a common platform

"Reflecting the needs of stakeholders, through an active dialogue, an assessment of what stakeholders expect from the mines."

→ Building stakeholder relationships
→ Supporting research on sustainable mining practices especially developing technologies with lower impacts

THREAT

→ Politicising the Network

"Certain political parties may question the works of the Network."

→ Decreasing visibility of the Network due to lack of funding
→ Voluntary commitment
→ Since Talvivaara disaster, there have not been significant environmental problems so there could be a loss of interest in and momentum for the Network's activities
→ More regulation in royalties and linking to the concept of a circular economy may cause a decrease in time and funding with respect to social issues

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For more information, please visit: https://mireu.eu or MIREU Knowledge Portal

WP4 SLO Spanish SWOT Case Study

Adoption of the Community of Interest Protocol as a UNE Standard

The Spanish Association for Standardisation (UNE) develops technical standards. Based on Canada's TSM commitment, the community of Interest (COI) became a UNE standard in 2019. It will provide a communication procedure for companies that will improve community engagement.

STRENGTH

→ UNE is independent from politics and considered trustworthy
→ COI is a best practice standard for community engagement
→ COI provides companies with clear rules and a systematic communication procedure

"Measurable indicators are a good way to assess the implementation in an objective way."

→ Industry welcomes adoption of the COI
→ COI is beginning to be incorporated in the tendering process in some regions

WEAKNESS

→ Low public awareness of the UNE Sustainable Mining Standards
→ Mining companies view utility of UNE as low – no economic incentives- and very few have joined
→ COI involves onerous data gathering and reporting requirements
→ Implementation of COI at the regional or local levels could vary widely
→ National government's interest in the mining standards of UNE is low as they do not help enforce legislation but are 'over-and-above' requirements

"If it is not required by law, it would be more difficult to engage companies."

OPPORTUNITY

→ Implementation at the regional or local levels provides a mechanism to build long-term relationships with affected communities
→ COI could allow regional authorities more oversight over community engagement
→ Can be incorporated into the tender process for mining concessions
→ Companies with similar practices can be easily certified
→ Better investment climate
→ By adhering to the COI, industry can prove it willing exceeds legal requirement

"COI certification will operate as a guarantee to companies & in turn should reduce the burden on the administration."

THREAT

→ Might not satisfy all opposition
→ Industry is concerned that more community engagement may result in unmet expectation

"Certain political parties may question the works of the Network."

→ Could put smaller companies with little financial resources at disadvantage
→ No separate certification for COI and implementing the whole UNE 22470/80 is costly
→ Low support from the government in UNE 22470/80
→ Voluntary commitment

MIREU
MINING AND METALLURGY REGIONS OF EU

Prepared by GKZ with reference to contributions from GKZ members
For more information, please visit: https://mireu.eu, MIREU Knowledge Portal or https://www.gkz-ev.de

WP4 SLO
SWOT Case Study

Rohstoffbewusstsein
Saxon Raw Material Strategy
Guideline 8: Awareness of raw materials

In the Saxon Raw Materials Strategy, the Guideline 8: Awareness of raw materials intends to work towards a knowledge-based communities awareness of raw materials. The activities are to be performed by the society as a whole.

STRENGTH

→ Initiated and funded by the State by decision of the Members of the Saxon State Parliament
→ Raising Raw Material Awareness at all levels (i.e. education, media and decision-makers)
→ Regular contacts with targeted stakeholders
→ Flexible structure of the working group encouraging creative approaches
→ Proven increase of acceptance of the Saxon raw materials sector
→ Raising interests of teachers and their organisations in raw materials sector
→ Institutionalisation of studies and research on acceptance

WEAKNESS

→ Strategy is subjected to a governmen'ts coalition agreement, consequently has only a limited lifetime in contrast to the long-term frame needed for mine development
→ Too little inter-ministerial cooperation on the performance of the Strategy to achieve synergies
→ Lack of coordination and systematic approaches between numerous activities on the subject

OPPORTUNITY

→ Further funding and policy supports from the governments
→ Improved industrial acceptance attracting more investments
→ Attracting young careers to RM sector
→ Balancing interests in valorisation of cultural heritage and mine resumption
→ Continuing acceptance research as part of the RM research hub expertise in Freiberg
→ Considering societal challenges and new mainstreams, subjected to new party majorities and EU level agendas
→ Commitment of the State government to mining and generation of a generally positive investment climate
→ Increasing raw materials awareness of general public

THREAT

→ Strategy subjected to political climate
→ Decreasing number of students in RM related fields
→ Due to the reduction of mining activities, there are fewer jobs and less need for skilled labour force
→ Declining trust in authority and experts

Tool 4.3: Grievance Mechanism

Following widely recognised international standards (i.e. *SDGs*, *Paris Agreement*) and societal expectations (i.e. *ICMM's Mining Principles*), companies are required to better recognise their own role in developing social responsibility. In 2011, the United Nations *Guiding Principles on Business and Human Rights* (UNGPs) went further and established principles that all companies should follow to ensure they uphold human rights. The UNGP recommends for both states and the private sector to include grievance mechanisms (GM) for those who both are, and maybe, adversely affected by a project.

In recent years, a number of organizations have produced valuable and thoughtful guides to help businesses design and implement GMs:

- ICMM's *Handling and Resolving Local Level Concerns & Grievances,*

- IFC's *Addressing Grievances from Project-Affected Communities: Guidance for Projects and Companies on Designing Grievance Mechanisms*

- IPIECA's *Operational Level Grievance Mechanisms: IPIECA Good Practice Survey*

Grievance Mechanism Across the Lifecycle	
Grievance Mechanism should	• follow The United Nations Guiding Principles on Business and Human Rights (UNGPs)[9]. It should be
	• legitimate
	• accessible
	• predictable
	• equitable
	• transparent
	• rights-compatible
	• a source of continuous learning
	• based on engagement and dialogue (operational-level mechanisms)
	• be designed to apply to all stages of the mining lifecycle
	• provide channels that affected persons or other stakeholders can use to lodge complaints and seek remedy.
	• clearly indicate roles and responsibilities for investigating and resolving grievances inside the company.
	• provide tools and resources to remediate harm; for example, by rehabilitation, restoration and compensation.
	• after grievances have been addressed, procedures for monitoring, evaluating, adjusting and reporting.

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9. The United Nations (2011) *Guiding Principles on Business and Human Rights. Implementing the United Nations "Protect, Respect and Remedy" Framework.* *https://www. ohchr.org/documents/publications/guidingprinciplesbusinesshr_en.pdf*

For the company to consider:	• be explicit and share information about what kind of issues can be reported as grievances. Being transparent not only builds trust in the mechanism but can also help avoid irrelevant complaints.
	• ensure all steps of the process respect human rights. Improve accessibility by removing barriers to participation.
	• communicate and interact with the users of the mechanism. Ensure that confidentiality is maintained and users trust the process. Consider hiring a third party to handle the first stage of the process to maintain anonymity.
	• respond to grievances sufficiently. Trust towards the mechanism may suffer if stakeholders feel like their opinions are ignored.
	• do not dismiss any grievances. Every one should be followed up, categorised and investigated. There are numerous ways to respond to a complaint. Addressing grievances can mean, for example, negotiations, mediation, rehabilitation, restoration, investigation or compensation.
	• choose the appropriate means of resolving grievances and remediating harm.
	• remedy process should be carried out in dialogue and cooperation with the local communities and other affected stakeholders.
	• monitor and evaluate to learn from the experiences. Reported incidents and complaints provide opportunities to improve procedures and futu re performance.

Tool 4.4: SLO Indicators

As a prelude to this section, please note that for a more in-depth description of the indicators, please see Deliverable 4.5: Guide to using SLO Indicators and the Assessment Process.

While the indicators are developed for policy makers and regulators, they can also be used by companies.

4.4.1 SLO Measurement Process

Preliminary Checklist

Community Dimension Indicator Development

Societal Dimension Indicator Developemnt- Mapping with Relevant SDG Indicators

Designing and Evaluating Stakeholder Survey for Qualitative Indicators

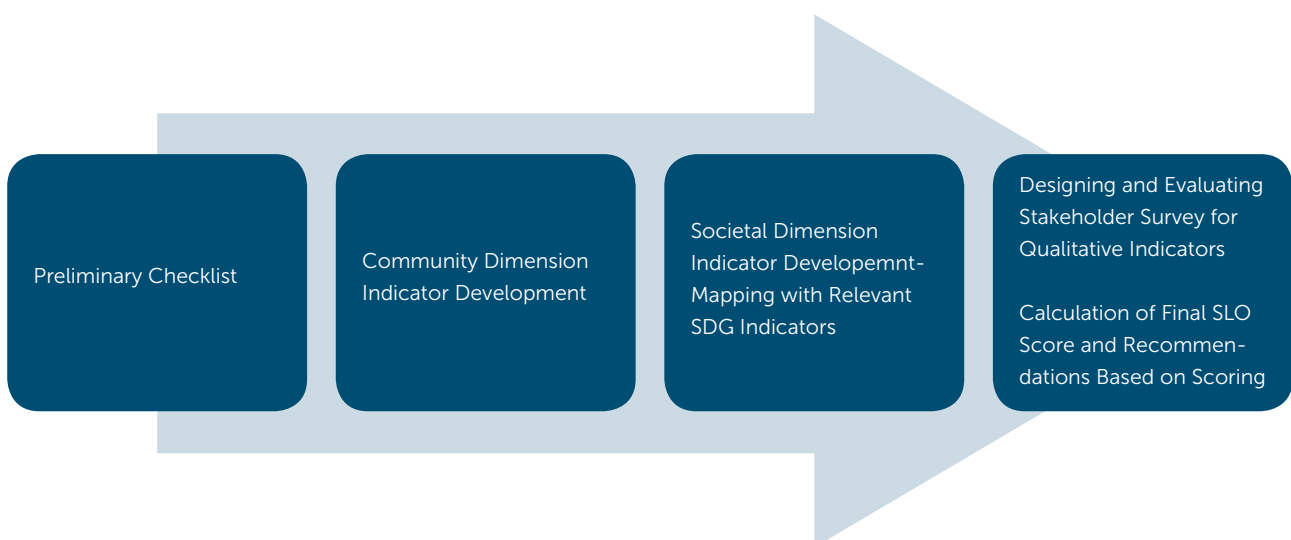Calculation of Final SLO Score and Recommendations Based on Scoring

Figure 1. Flowchart describing the steps to be covered in SLO measurement

As depicted in the figure above, the SLO indicator development and measurement process of any mining project can be implemented stepwise.

• **Preliminary Checklist:** The preliminary checklist (Table 4.4.1) is useful to understand the present state of any mining project and establish a baseline in terms of where the project lies in the socio-economic stability spectrum. Based on the SLO pyramid developed as part of the MIREU study, a mining project can be situated in one or several of the following levels: Collaboration, Support, Acceptance/ No Acceptance, Resistance and Protest. It can be interpreted that Collabortation, Support and Acceptance are positive states for any mining project and No Acceptance, Resistance and Protest are negative or concerning states for mining projects.

• **Community Dimension SLO Indicator List and Measurment:** Once the preliminary checklist identifying the initial mining level is prepared (i.e. Collaboration, Acceptance, Resistance, etc.), for each level there is a list of indicators which have been developed and have been elaborated in Table 4.4.2. For instance, if a project is at the 'Support' level, the evaluator must look into components mentioned in 2.1, 2.2 and 2.3 in the table to calculate the SLO score. The calculation of these components would be done either by designing a stakeholder survey (for qualitative components) or by using pre-existing economic or social indicators (for quantitative components). For instance, component 1.4, which is identified as 'Skill enhancement of local workforce' is a quantitative variable and can be measured directly using Labour Index/Economic data available in the region. But for component 2.1, 'Access of community to company officials', this is a qualitative variable and can be evaluated by inteviewing the relevant stakeholders in the form of a survey.

• **Societal Dimension SLO Indicator List and Measurment:** As elaborated in Table 4.4.3, for Societal SLO measurement, the process followed is to simply map the components to relevant Sustainability Development Goals (SDGs) developed by the United Nations.

• **Designing and Evaluating Stakeholder Survey:** As mentioned above, for Community SLO, the qualitative components can be measured by designing a survey and quantifying its results. The process of designing the survey and quantification has been discussed in further detail the next section 4.4.2.

• **Final SLO Score calculation:** The final SLO score is calculated on a 5-point scale, which is an average score of all the relevant indicators in column C for Table 4.4.2, 4.4.3. Therefore, in Table 4.4.2, for a project at the 'Acceptance' level, an average score of measurement parametres in column C for components 3.1 – 3.4 in Column B is the SLO score of the project.

Table 4.4.1: Preliminary checklist for identifying the present SLO level of mining project

LEVEL	PRELIMINARY CHECKLIST
Collaboration	• Frequency of community participation in co-planning, decision making & ongoing cooperation. (monthly/yearly) • Increase in economic growth in terms of livelihood of communities (local procurement/salaries) through agreements. • Degree of enhancement in well-being in terms of stability & cohesiveness. • Proportion of income generated for local government & consequent utilisation in community welfare • Quantity and quality of training programs provided or planned for skill development of local mining workforce.
Support	• Level of connectivity community feels they have with the company. • Perceived level of impact of community's voice in environmental/permitting process & influence in economic, social outcomes of project. • Extent of active joint monitoring
Acceptance/ No Acceptance	• Level of belief in company as being fair, transparent, respectful & observes legal processes. • Frequency of public consultations & public dissemination of information by the company. • Proportion of community that believes burden of impact outweighs project benefits. • Proportion of community which sees too few economic & social benefits. • Number of additional jobs created for the community & amount of additional revenue generated for municipality. • Degree of non-acceptance by the community even if laws are complied with. • Assessing company engagement & grievance mechanism standard • Proportion of community that perceives potential impacts as too large (level of impact; direct/indirect)
Resistance	• Level of community perception of the government being unresponsive to environmental risk concerns. • Number of unresolved land use conflicts • Intensity of threat to livelihoods, no go zones etc.
Protests	• Number of times (incidents) individual/community values disregarded by the government & the company historically • Instances (events) of community being lied to historically resulting in deep distrust.

Table 4.4.2: Measuring Community SLO

A. LEVELS (Community Dimension)	B. COMPONENTS	C. MEASURMENT PARAMETRES
Collaboration (benefit sharing)	1.1 Role of community in project planning	Stakeholder Survey (5 point scale)
	1.2 Enhanced well-being and community livelihood improvement	% Employment increase Local content (manufacturing equipment, labor deployed etc.)
	1.3. Additional income generation (due to project)	Economic Index
	1.4 Skill enhancement of local workforce (due to project)	Labour Index/Economic data
Support (engagement)	2.1 Access of community to company officials (interaction level)	Stakeholder Survey (5 point scale)
	2.2 Impact of community feedback in final outcome of project design/EIA	Stakeholder Survey/Media Publications
	2.3 Level of joint monitoring of the project	Stakeholder Survey (5 point scale)
Acceptance (legal & procedural fairness)	3.1 Transparency & fairness in following the legal process (by companies)	Transparency Index [Standard indices available]
	3.2 Public disclosure of steps taken by company	List of accessible publications
	3.3. Impact vs Benefit	Stakeholder Survey (5 point scale)
	3.4 Additional community acceptance parameters	Stakeholder Survey (5 point scale)

Table 4.4.3: Measuring Societal SLO

A. LEVELS (Societal Dimension)	B. COMPONENTS	C. RELEVANT SDG GOALS
Collaboration (benefit sharing)	1.1 Citizen input on national level distribution of mining taxes and royalties	SDG 10 – Reduced inequalities within and among countries
	1.2 Promoting renewable and more efficient uses of energy through mining laws	SDG 13 – Take urgent action to combat climate change and its impacts
	1.3. National level education programs to promote raw material awareness	SDG 4 - Ensure inclusive and equitable quality education
Support (engagement)	2.1 Government/Industry raw material awareness campaign	SDG 12 – Ensure responsible consumption and production patterns
	2.2. Inclusive stakeholder input and adoption of voluntary mining standards	SDG 12 - Ensure responsible consumption and production patterns
Acceptance (legal & procedural fairness)	3.1 Legitimacy of government	SDG 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	3.2 Public trust in environmental/permitting/licensing process with adequate consultation opportunities	SDG 16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	3.3 Minimum level of economic compensation to the country	SDG 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work

4.4.2 Survey Design and Measurement Protocol for Qualitative Indicators

Survey design for qualitative parameters in the community SLO measurement process has been discussed in Table 4.4.4 below and provides general guidance on how to measure various socio-economic aspects of a mining project. The design is segregated into different survey themes including Social Infrastructure, Contact (connection between corporate and community), Procedural Fairness, Trust, and Acceptance. Scoring is done on a 5-point scale.

Table 4.4.4: Designing Survey for SLO Indicators

SURVEY THEMES (No. of questions/items)	SCORING AREAS (Likert 5-point scale)
Impact on Social Infrastructure (4 items)	Extent to which participants experienced impacts, relative to their expectations, over the past 12 months (1=much worse than expected, 5 =much better than expected)
Contact Quantity (3 items)	Level of contact with people from the mining company at community meetings or events/informally in their local area/overall social situations (1 = none at all, 5 = a great deal)
Contact Quality (2 items)	How pleasant/positive was the contact (1= very negative, 5 = very positive)
Procedural Fairness (3 items)	Rating the extent to which participants agree with whether people in their community have opportunities to participate in the decisions made (1=strongly disagree, 5=strongly agree)
Trust (4 items)	Rating the extent to which they have confidence/trust/goodwill toward the company and, in general, how much they trust the company to act responsibly (1= none at all, 5= a great deal)
Acceptance (2 items)	Rate level of acceptance/approval of the mining company operation in the region (1= not at all, 5 = very much).

Identification of Stakeholder for Survey in Community SLO Measurement Process

- **Recruitment of participant for Stakeholder Survey**

  - Approaching local NGOs, Civil Society Organisations for an existing database of active community members

  - Creation of a new participant database (in absence of above) of community members based on the following criteria:

    - Members who have contacted the mining company for some reasons

    - Members having commercial relationship with the mining company (e.g. landowner etc.)

    - Members who have attended any such community information session hosted by mining company and agreed to share contact details

    - Members who are any form of local group or regional representative

- Invitation to Survey and meeting compliance requirement

  - Participant invitation via email with a link to online survey

- Ensuring responses are anonymous and confidential, only summary level data available as public information

- Approval of survey from relevant Social Science/Human Research Ethics Committee and contact details of ethics officer included with the mail for participants having any concerns

4.4.3 Interpreting SLO Scores from SLO Indicators

Once the SLO score is calculated for the mining project it provides an evaluator with the following information

1. Present SLO level of the project – Preliminary evaluation gives an idea about which level the mining project is in.

2. Performance of the project at the present level – The SLO score (1-5) gives an idea as to how the project is performing at present i.e for example, if the project is at the 'Acceptance' level and has a final SLO score of 4/5, it indicates that the project has a strong level of acceptance.

3. Possible future state of the project – A final SLO score also gives an idea of the project's future direction in terms of community relations. Suppose a project has a final SLO score of 4/5 at the 'Acceptance' level, there is a high probability the project would be elevated to the 'Support' level. Similarly if the score is 1/5, there is a higher chance of the project being demoted to the 'No Acceptance' level.

ACTIVITY 5: STRENGTHEN

The last relationship-building activity is applicable only once there are strong relationships between the company and community members. The tools are intended to actively engage communities in the environmental monitoring process, including the regular reporting of what is happening, and also to codify prior commitments into a contract. There is no legal obligation on behalf of a company to development and sign a Community Agreement; although, it is increasingly becoming a requirement by a number of multilateral funding institutions in countries in other parts of the world. In Europe, which has strong mining-related legislation and regulation, Community Agreements are not yet used and would hypothetically function more as a symbol of trust and good-will between parties.

The tools consist of:

- Tool 5.1: Community-Company Environmental Monitoring Plan (CCEMP)

- Tool 5.2: Community Agreements

  - 5.2.1: Exploration Agreement (EA)

  - 5.2.2: Mining and Closure Benefit Agreement (MCBA)

Tool 5.1: Community-Company Environmental Monitoring Plan

Practices regarding community monitoring are considerably different across the world. In Canada, for example, training community members for environmental monitoring is a common practice. Through negotiated agreement, local communities are sometimes funded to effectively implement monitoring processes. These agreements and funding opportunities allow the communities affected by a mining project to be actively involved in shaping and implementing the monitoring programs[10].

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10. Gibson, G., & O'Faircheallaigh, C. (2015). *IBA Community Toolkit: Negotiation and Implementation of Impact and Benefit Agreements.* Toronto: Walter & Duncan Gordon Foundation. *iba_toolkit_2015_web.pdf (cced-net-rcdec.ca)*

In the European context, implementation of some of the above-mentioned practices, such as community involvement in designing the monitoring program and the transmission of regular reports, are encouraged. The involvement of the community can be more active such as participating in the actual collection of samples and their analysis or more passive such as receiving regular reports from the company on their monitoring activities. However the CCEMP is used, it should involve community members, continue to aid in building relationships based on trust and ensure accountability as well as transparency.

1. If the company decides to develop a CCEMP, they may choose, in collaboration with stakeholders, to focus on how to collect and interpret data both before and after a certain activity, the appropriate actions to take when issues are reported and how to communicate results from the monitoring process to the wider community.

2. Creating a committee for environmental monitoring is a useful practice established in Canada (*see IBA Toolkit*). Ideally the **Committee** consists of representatives of all relevant stakeholder groups; industry, local communities, local or regional authorities, NGOs, civil society and/or research institutes. The Committee would then define the goals of the monitoring activities, for example, whether the actual monitoring is to be done in collaboration with community members or if the company will do the actual monitoring and report the results to the Committee and subsequently the community. The benefit of establishing a Committee is not only that it is a vehicle for co-designing a monitoring plan, but that it also is an avenue for knowledge exchange and hence indirectly helps build relationships between members.

3. Finally, the Committee might want to put in place **follow-up measures** in case negative impacts are not being dealt with adequately.

• Relevant issues could be addressed in a yearly review process which would be conducted jointly by all parties. Within these meetings, the parties would analyse the outcomes of the monitoring process and verify that the CCEMP is being respected, they could identify implementation measures to resolve issues and/or improvements to those implementation measures.

• Another possible option is to have authorities and the company meet annually with the community to discuss the project and monitoring reports. This provides an opportunity for the community to discuss issues they believe were not dealt with adequately through ongoing monitoring processes. The Committee could also assure the community that reports will be submitted to them, first in person via public meetings and then through either their website, local newspaper or radio and/or through a biannual report of the company's activities.

Community-Company Environmental Monitoring Plan	
CCEMP could include:	• Participation of key stakeholders in its design.
	• Implementation of a committee.
	• Follow-up measures

Tool 5.2: Community Agreements

Community Agreements are legal documents codifying the agreements already voluntarily made between community and company. They are meant to be used after relationships are well established and either the community demands a legal document to be established or the company itself is willing to take the next step and make their commitments legally binding.

5.2.1: Exploration Agreement

During the exploration phase, relationship building without raising expectations too much is a delicate balancing act as it is rare that a deposit worth exploiting will be found. Yet it is also clear that companies have to start building trust with local stakeholders from early on. An Exploration Agreement is a binding contract

for companies that wish to ensure a good relationship with the local communities and the stakeholders of the project. The agreement is only used after community-company relationships are well established. This contract should be tied to the land and not the company to ensure that the agreement survives successive owners.

There are a few simple steps to consider when drafting an Exploration Agreement:

1. A company is encouraged to establish a mechanism early on for providing and receiving information as effective flow of information is an important factor in building trust with local communities (see Tool 4.1: *Community Engagement Plan*). The company can reach out to specific groups of interest or hold public meetings, develop a Facebook page or a website, establish a phone line, an email address or place a physical box in a strategic location in the community to receive feedback. In all cases, the options need to be explained during a local meeting, shared in local newspapers or through local media. Appropriate resources need to be attributed in order to be able to collect the information efficiently, to respond promptly and to record it.

2. Developing relationships with the community through consultation prior to and during exploration activities, is crucial for the company. Ideally this would be done before submitting the request for an exploration permit and certainly before beginning the actual exploration. For example, during the development of the Aitik project in Northern Sweden, local authorities and the general public were involved from the start through regular stakeholder meetings where potential impacts, project alternatives, mitigation measures and land use issues were discussed. If a project has indigenous communities as stakeholders, it would be appropriate to follow principles of FPIC throughout the mining life cycle.

3. All stakeholders will benefit from receiving accurate information about the activities conducted in each stage of the exploration project. Companies may take the opportunity to share knowledge about the industry through regular public meetings. During these 'open days' industry is encouraged to share information about exploration activities, and if possible, arrange visits to the mining site. Providing information and education can be used not only as an opportunity to maintain and strengthen industry's connection with the community but also to provide facts about the process. For the general public, it is not always clear that exploration does not automatically lead to establishment of a mine and providing accurate information helps maintaining communities' expectations at a manageable level.

4. The company should always seek solutions to ensure the protection of the environment. Industry should also pay special attention to possibly conflicting land use interests and listen to relevant stakeholders.

5. Positive impacts of mining exploration include the purchase of local goods and the use of local services and suppliers. By providing contracts to local companies and workers, the exploration activities will lead to a more welcoming atmosphere in the community and improve social acceptability of the project.

6. Exploration projects must find a balance between transparent communication and realistic promises – the management and communication team must be careful not to raise unrealistic expectations. This makes communication sensitive and there are bound to be at least some concerns expressed. For this reason, implementing a dispute resolution mechanism (such as Grievance Mechanism) is helpful. The company must collect this information, respond and to record it.

7. To record, track and ensure implementation of any mutual obligations agreed upon, one mechanism found to be successful in other countries is the establishment of a socio-economic development and/or environmental liaison and monitoring committee comprised of both members of the community and the company or by a trusted and independent third party. In the case of Europe, as land ownership is atomized and there are many different interested stakeholders, it is unlikely an individual will be found to sign on behalf of everyone. Having the municipality sign on behalf of communities is something to be considered.

Exploration Agreement[11]	
EA may include:	• Consultation prior to any action by the company
	• Mechanism for providing information on project and re-ceiving information from the community
	• Provision of information/education about mining
	• Commitment to following existing relevant laws and regulations
	• Use of local services and suppliers
	• A dispute resolution mechanism
	• Formation of a social-economic development and/or environmental liaison and monitoring committee(s) at local levels
	• Provision for compensation for and mitigation of damage/harm
	• Making the Exploration Agreement part of the property package so that it survives to successive 'owners' of the mineral right.
	• Having the municipality sign the agreement on behalf of communities

5.2.2: Mining and Closure Benefit Agreement

Mining and Closure Benefit Agreement (MCBA) is a voluntary agreement usually negotiated during the permitting process after feasibility is established and the EIA is approved. It is a civil contract and would be referred to if any of the parties in the future saw it necessary. Being a voluntary agreement, MCBA is a tool for a company wishing to strengthen an existing relationship of trust by acknowledging its commitment to the community[12].

There are several steps a company should complete before thinking about a MCBA:

• profiling the area (*PEST analysis*)

• understanding who the stakeholders are (*Stakeholder Mapping & Stakeholder Frames*)

• and developing a communication and engagement strategy (*Community Engagement Plan*). Good communication is a pre-condition for establishing good relations early on with communities. While it is not the responsibility of companies to provide information on the permitting process, local stakeholders often are unfamiliar with it and conversations between a company and community would be more constructive if everyone started out with a similar level of knowledge. This process might take time, but if managed properly it can lead to a range of benefits, including securing the community's support.

After these steps have been considered the company could examine the following points as part of a MCBA:

1. One of the major benefits of a mining project is the employment of the local workforce. A provision for hiring/training locals at the mine could be included in order to solidify the community's relationship. The provision could provide details such as priorities for employment to local communities, job opportunities during construction, operation and closure, a list of barriers that need to be removed to increase local participation, training and apprenticeship programs, the cost of implementing the provision and funding sources. Additionally, measures to guarantee security and safety in work environment, gender sensitivity

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11. Thomson, I. What goes into an Exploration Agreement with the community? On Common Ground Consultants Inc.
12. Gibson, G., & O'Faircheallaigh, C. (2015). *IBA Community Toolkit: Negotiation and Implementation of Impact and Benefit Agreements.* Toronto: Walter & Duncan Gordon Foundation. *iba_toolkit_2015_web.pdf (ccednet-rcdec.ca)*

training, provision for childcare and flexibility in hours can make a significant difference in workplace well-being.

2. Another important aspect of a mining project is the potential business opportunities it often generates in the region. Through a provision for community-based businesses, the company could help local businesses by establishing a business development coordinator/committee. The business development coordinator could, for example, forecast the capacities of local businesses and needs for the mine or make recommendations to the company regarding specific contracts.

3. To increase the chances of a project to be supported by stakeholders, the company could consider the impact of their activities on the local communities through a provision for the protection of local culture. The actual commitment of the company would be context specific and vary depending on the local priorities. This provision would be more effective, however, if it was developed and written in partnership with the communities. In the case of the Aitik project (Sweden), since many of the locals are reindeer herders, the company took extra measures to limit the impacts on their livelihoods. They completed the impact assessment with the reindeer herders, developed a GPS project for tracking reindeer's movement and a warning scaring system to increase road safety as well as re-established lichens for winter grazing as a rehabilitation method. The company also compensated the possible impacts to reindeer husbandry through lending workers to reindeer husbandry work, financial compensation for lost working time and by providing five reindeer GPS collars in order to follow herd's movements.

4. Community-based environmental monitoring is one of the most effective ways to build trust between a company and community. Whether it is monitoring selected conditions in the EIA or permits, or monitoring other issues of concern determined by the company and community together, a *community-company environmental monitoring plan* is a useful tool. As neither projects nor their impacts are static, the monitoring plan could be adaptive and able to be re-opened when necessary. Using the Gillervattnet project (Sweden) as an example, since it is situated on an important site for migratory birds, the Boliden company exceeded their legal obligations by placing large stones to create a sheltered nesting area for birds and by working to stabilise the sulphur-rich sand in order to transform part of the site into a wetland habitat for wildlife. The company plans to monitor the area for at least 30 years and may extend the monitoring period.

5. A *grievance mechanism* is one of the most effective ways not only to ensure that community concerns are being heard by the company, which allows for swift action, but also as a monitoring mechanism for the Mining and Closure Benefit Agreement.

6. Including a closure provision within the Mining and Closure Benefit Agreement is essential, especially since closure related issues remain highly important for communities across Europe. Such a provision should address the potential for job losses, the resulting socio-economic impacts, and how other sectors of the economy could be developed. But there are also other aspects to closure, such as determining the after-use of a mine site where community members could be actively involved. To realise this, a mechanism should be included that ensures the involvement of communities in the development of the closure plan, its implementation and its monitoring process. The Cononish project (UK), for example, had a positive impact on tourism; local shops have branded a whisky 'Tyndrum Gold' after the mine and there is still a possibility for the mine to become a visitor centre post-closure. The mining industry and the tourism industry were able to benefit from one another.

7. As each agreement is context specific, the following is not necessarily applicable to every project, but it can help the company solidify the community's support. Positive net impacts in the form of compensatory measures, such as fixed cash payments, funding the construction of a school or cultural center, or even infrastructure such as the building of roads have been well-received in many projects. However, research outside of Europe shows there are potential negative consequences which should be carefully considered such as benefitting a few individuals at the expense of the good of the community or creating a dependency on mining activities. What is key to remember is that if achieving and maintaining a Social Licence to Operate is the goal, then the provision of benefits is far less important than establishing genuine, trust-based relationships[13]. As with the Exploration Agreement, in Europe, having a municipality sign on behalf of communities should be considered.

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13. Martinez, C. & Franks, D. M. (2014). Does mining company-sponsored community development influence social li-cence to operate? Evidence from private and stateowned companies in Chile, *Impact Assessment and Project Ap-praisal, 32*(4), 294-303, *https://doi.org/10.1080/14615517.2014.929783.*

The Sirius Minerals Foundation from the Woodsmith project (UK) recently gave £20,000 grant to local charities and are under discussion to support the post-COVID19 recovery efforts. Sirius Minerals contributed to the foundation with a donation of £2 million and the new owners, Anglo American, went further with a contribution of £1 million in March 2020 and of £3 million over the next 3 years. On top of that, an annual royalty of 0.5% of revenue from the Woodsmith project will be provided once the mine is in operation. The first round of £300,000 of funding from the Foundation was awarded to sports, employment and youth and family initiatives.

Mining and Closure Benefit Agreement[14]	
MCBA may include:	• Profile of area (*PEST*) and a list of the stakeholders (*Stakeholder Mapping and Stakeholder Frames*) and communication strategy.
	• Provision for financial benefits.
	• Provision for hiring/training locals at the mine.
	• Provision for community-based businesses.
	• Provision for the protection of local culture.
	• Provision for community-company environmental monitoring (*Community-Company Environmental Monitoring Plan*).
	• Provision for a *grievance mechanism*.
	• Municipality may sign on behalf of communities.

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14. Ian Thomson. What goes into an Exploration Agreement with the community? On Common Ground Consultants Inc

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