

Local Procurement and Public Reporting Trends Across the Global Mining Industry

Global and Canadian Company Reporting 2012 – 2014



Engineers Without Borders Canada (EWB) invests in systemic innovations to help create a world free from poverty and inequitable development – a world of dignity and equal opportunity where everyone can realize their full potential.

Over the past 15 years, EWB has learned that using appropriate technology alone does not address the root causes of poverty. EWB has developed a “systems thinking” approach to addressing development issues. This holistic approach encourages people to analyze how existing social, economic, and political systems reinforce cycles of poverty and inequality, and how to identify opportunities to change these systems to create desirable and sustainable development outcomes.

Due to the central role that mining plays in many Sub-Saharan African economies, EWB incubated the Mining Shared Value venture starting in 2012 to advocate for systems change across the global mining industry. Of historically natural resource-driven countries, 80% of these countries have per capita incomes that are below the global average.¹ For this reason, EWB supports Mining Shared Value and their efforts to help overcome “the resource curse” globally and improve the development impacts of mineral extraction through increasing local procurement in host countries.

Mining Shared Value

The mission of Mining Shared Value (MSV) is to increase local procurement by mining companies in host countries and communities. In most cases procurement of goods and services is the single largest potential economic impact of mining projects and operations. MSV focuses on this potential lever for development to create significant economic and social benefits for host economies, including job creation, skills upgrading, technology transfer, and formalization of economies.

To accomplish its mission, MSV works with a diverse group of mining industry and development stakeholders that are active in this issue area, including mining companies, international development institutions and government agencies.

For more information about Mining Shared Value, please visit:

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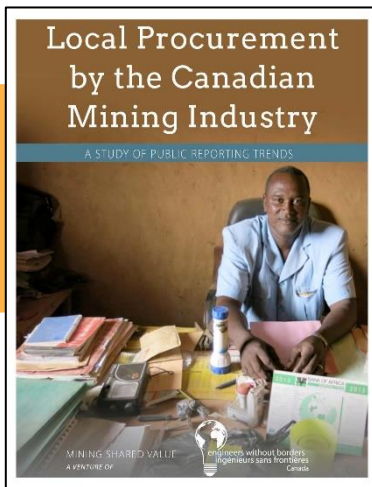
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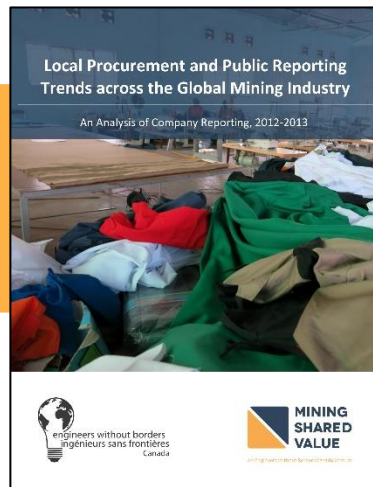
Part 1: Report Objectives and Methodology, the Mining LPRM, and the Case for Local Procurement

This report is the third in a series of reports produced by MSV in order to take stock of how the global mining industry is approaching local procurement as an issue, and to encourage greater attention to the practice as one of sustainable development. The first, *Local Procurement by the Canadian Mining Sector: A Study of Public Reporting Trends*, was released in March 2014 and focused on the largest 50 Canadian mining companies and their reporting for 2011 and 2012. Then and now, Canada is home to more mining companies than any other country and is also a main source of financing for the industry, particularly for exploration.

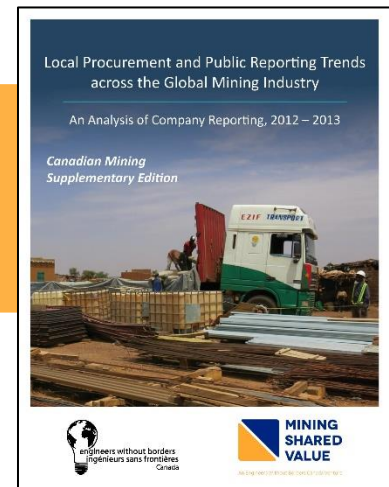
This 2014 report created significant impact across the Canadian mining sector. It created the first ever base-line for reporting on local procurement, providing companies with an idea of how they compare to other companies, and providing models to work emulate. In response to the report several companies followed up with MSV and have since changed their internal policies and approaches to local procurement as an issue.



2012 Report: Canadian Edition



2013 Report



2013 Report: Canadian Edition

In 2015 MSV followed up with its second edition of the report, this time focusing on both Canada's largest fifty companies, and also the world's largest forty, for reporting for 2012 and 2013. Once again, the report helped mining companies place themselves in relation to each other in terms of how they were approaching local procurement, and again several companies responded by engaging with MSV to strengthen their policies.

Study on 2014 Reporting – Keeping the Conversation Moving and Paving the way for the Mining Local Procurement Reporting Initiative (LPRM)

Mining Shared Value has updated this information to reflect the state of local procurement reporting for reporting on 2014. This comprehensive report provides a detailed analysis of local procurement reporting of the 40 largest global mining companies, as well as the 40 largest Canadian mining companies.

In addition, this report also provides an updated picture of how the largest mining companies report on local procurement ahead of the release of the **Mining Local Procurement Reporting Mechanism** in partnership with the German development agency Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

Report Objectives

- To present the trends in local procurement reporting of the global mining industry between 2012 and 2014
- To improve the level of detail used in local procurement reporting by the global mining industry
- To promote best practice reporting methods in the global mining industry in order to improve management of local procurement to improve development impacts of mining
- To measure the state of company reporting ahead of the 2017 release of the Mining Local Procurement Reporting Mechanism (LPRM)

The Mining Local Procurement Reporting Mechanism

In early 2015 Mining Shared Value began talking with GIZ about the possibility of creating a framework to standardize how the global mining industry reports on local procurement. As part of their Extractives and Development sector programme, supported by Germany's Federal Ministry for Economic Cooperation and Development (BMZ), one of the key areas of focus for GIZ is to increase economic linkages from mining activity to host economies. Because one of the most necessary steps in improving management of economic impacts in mining is accurate measurement of local procurement, helping mining companies to all report in the same way emerged as a program that could produce systemic change across the global sector.



The Mining LPRM will be released in June 2017 and will consist of a set of quantitative and qualitative disclosure designed to:

- Help mining sites structure their reporting on local procurement efforts and results in order to improve internal management of this economic impact;
- Create information for host community and country stakeholders to empower them to work with mining sites to effectively target goods and services they are seeking to supply;
- To increase transparency in procurement by mining sites to help level the playing field for suppliers and deter corruption and other problematic processes.

The Mining LPRM has been created over 2016 and the first half of 2017 in consultation with a wide range of stakeholders including mining companies and host country representatives. This consultation includes the advisory role of a Global Steering Committee representing industry, international government organizations, host country governments, mining suppliers and civil society organizations. Finally, the disclosures were subject to in-depth consultation with industry, suppliers and government in three pilot countries: Albania, Mongolia and Mali.

One of the key objectives of the LPRM is to prevent companies, host country governments and other actors from “re-creating the wheel” when it comes to setting up their measurement and reporting on local procurement. The creation of the LPRM has represented a process of finding agreement between the relevant stakeholder groups on what disclosures are helpful for mining site management and their stakeholders. In this way, the LPRM takes away much of the work that mining companies would need to do to determine what information to collect and report on.

There is a great deal of overlap between the disclosures of the Mining LPRM and the questions used for the measurement of mining company reporting on local procurement used in this study (see page 10 for this list of questions). For this reason, this study helps to show that many leading companies are already disclosing information on most of the disclosures of the LPRM. This study also shows practical examples of reporting for 2014 on each of the assessed questions that can be used to guide companies working to improve their own reporting to be aligned with the LPRM.

This report will be shared with all of the companies profiled, as well as the various national and international mining organizations that guide sustainable mining practices. Mining Shared Value looks forward to working with mining companies and their site teams to adopt the LPRM in a way that creates value for their sites, as well as enhanced economic development in host countries.

Setting the Context: Local Procurement, Development, and the Mining Industry

Mining can only lead to positive economic and social development outcomes if it is managed and governed responsibly. This can only be achieved if the right questions are asked. Rather than categorizing mining as simply “good” or “bad for development”, there is a need to examine how specifically the mining industry can contribute to development, and under what conditions.

While the potential negative externalities of mining are for the most part localized, the benefits might not be. If a mine procures everything from outside of the host country, there will be little to show for it at the end of production. This has historically been the case for many mining projects, particularly in developing countries. However, there has lately been an increased focus on procurement as a means to help ensure local development. Local procurement in mining has enormous potential to make the private sector a partner in global development.

The impact a mining project can have on a developing economy is substantial. Although the number of direct jobs generated by a mine is relatively limited, the number of indirect jobs created through up-stream supply chain linkages can be much larger. The amount of money spent by major mining companies on procurement is typically larger than that of their taxes, salaries and community investment combined.

We spent \$6.6 billion in purchases from local and national businesses in the countries where we operate, which is 50 percent more than Canada's Official Development Assistance in 2014.

Figure 1: Barrick, *Responsible Mining*, p.22

If a mine procures locally, the benefits to host countries can include:



Increasing the level of local procurement in mining is not without difficulty. Current challenges to local procurement include limited local supplier capacity, a lack of technical or professional skills, and difficulties to provide quality goods and services at a competitive cost. These challenges cannot be solved immediately; instead they take time, investment, and effective partnerships to overcome.

The types of jobs created through local procurement are not always related to essential operations. The degree to which suppliers are integrated into the mining supply chain affects how much they will gain from local mining activity. For example, companies that provide cleaning or catering services will not benefit as fully as companies that provide high-cost engineering or drilling services.

The Local Procurement Business Case for Mining Companies

Local procurement can generate significant long-term benefits for mining companies that are able to implement it properly. These benefits, both economic and social, lead to reduced operational risk and increased profitability.

Economic Benefits of Local Procurement

Suppliers in developing countries have the potential to provide many goods and services at a more competitive rate in the long term. This is due to lower transportation costs and local wages. Having diversified local suppliers also creates a more secure and reliable supply chain that is less prone to disruption.

As Barrick spends billions of dollars each year in goods and services, even a small increase in the percentage of good and services we buy locally can mean that additional millions of dollars are invested into a local economy. We therefore purchase local goods and services whenever possible. The supply chain group's Local Procurement and Contracting Standard guides our community relations and supply chain teams to develop local and regional suppliers and increase their access to supply opportunities. By integrating local suppliers into broader procurement systems not only do we have the opportunity to help diversify local economies, but we also have the potential to lower costs for the goods and services we use at our mines.

Figure 2: Barrick, *Responsible Mining*, p. 20

Buying locally rather than relying on imports can also reduce the sensitivity of a mining site to uncertainty in exchange rates and tariffs. This is especially important in politically unstable regions where price fluctuations or trade disputes are a regular occurrence. Excelling at local procurement may also help proactively insulate a mining site from future political risks in the form of protectionism or resource nationalism.

Social Benefits of Local Procurement

On the community level, local procurement helps generate local support for the project and helps the company maintain their social license to operate. Project disruptions often have disastrous consequences, including missed deadlines, lost opportunities, and in some cases even violence. It is essential that operations are able to continue as planned, particularly for companies without multiple producing assets.

In promoting inclusive procurement practices, we believe we can make a significant socio-economic contribution to our host communities, as well as improve efficiencies and resilience in our supply chain by lowering logistics costs and improving access to critical goods and services.

Figure 3: Anglo American, *Focus: Effective Partnerships*, p. 48

As a business, Coal has already seen numerous benefits – such as efficiency gains, reduced delivery times and reduced costs through having suppliers closer to its sites.

Figure 4: Anglo American, *Focus: Effective Partnerships*, p. 49

Why Report on Local Procurement?

Before increasing the percentage of local goods and services used in mining, there is a need to understand where it currently stands and how to measure it. Developing an effective strategy for local procurement is only possible with measurement, and setting up reporting is an effective first step to this end.

For high-performing companies already doing well on local procurement, reporting is a means of educating the public about the positive contributions the company has made towards local development. It also allows them to adjust their approach and bring in new partners, such as NGOs working on supplier development. For companies in which local procurement reporting is lacking, beginning effective reporting offers the opportunity to better understand their own procurement practices and learn from the initiatives of the top performers.

Governments also benefit from an improved understanding of local procurement. Regulation is sometimes done in ways that fail to maximize lasting benefits for host communities and places difficult or unworkable demands on the mining industry. With regular and more detailed reporting from mining companies, regulating procurement practices can be done in a more reasonable and informed way that builds sustainable capacity in the local economy.

Civil society is also a key player able to help governments and companies to make local spending a priority. With more information available, citizens and NGOs can pinpoint areas in need of improvement and advocate change more effectively.

Methodology of the Study

The 2015 PWC report “Mine 2015, The Gloves Are Off” was used to generate the list of the Top 40 global mining companies by market capitalization. As a group, the companies evaluated include only the top of the industry in a given year. It is also important to note that the group of companies is slightly different each year as companies move up and down in their ranking by size. This means that the results on local procurement reporting might be higher or lower depending on which companies moved in or out of the Top 40 rather than how the performance of each individual company changed.

All companies were evaluated using their 2014 Corporate Responsibility Report if available. Otherwise, their 2014 Annual Report was used. Official Corporate Social Responsibility (CSR) reports were available for 32 of the companies evaluated, annual reports were used for 7 companies, and data was unavailable

for 1 company. Data on 2012 and 2013 reporting was drawn from the previous edition of this study released in 2015.

There were 12 questions used in the evaluation that fit into 4 categories. These categories are:

Mentions of Local Procurement	Supplier Conduct	Local Procurement Statistics	Global Reporting Initiative
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These questions are the same to those used in Mining Shared Value’s previous reports on reporting. The report only measures the public reporting of local procurement. It does not measure the actual level to which companies procure locally. The goal behind this report is to encourage companies to acknowledge local procurement as an important stakeholder issue and to improve reporting going forward.

It should be noted that several companies on the list are not traditional mining companies. These companies are either metals streaming companies which do not own any mines, or companies that engage in mining as a secondary line of business amidst a large conglomerate.

All companies featured in this study were contacted with draft results before the finalization of the report, in order to give companies a chance to request changes if any mistakes in assessment were made.

Local Procurement Survey Questions

Category	Questions	Examples of Supporting Evidence from a Company's Public Report
1. Mentions of Local Procurement	1. Is local procurement mentioned in the report?	<ul style="list-style-type: none"> • “local supplier” • “local purchasing”
	2. Does the report mention prioritizing local suppliers, trying to purchase from local suppliers “when possible”, or “as much as we can”, etc.?	<ul style="list-style-type: none"> • “we purchase from local suppliers whenever possible” • “we prioritize purchasing from local suppliers” • “we are committed to purchasing from local suppliers”
	3. Does the report mention a policy of purchasing locally when possible?	<ul style="list-style-type: none"> • “all of our operations adhere to our global local procurement policy”
	4. Are there programs/practices laid out that proactively seek to increase local procurement?	<ul style="list-style-type: none"> • “we run supplier development workshops to develop the professional capacity of local businesses” • “we have made our supplier payment system more flexible to better meet the needs of local suppliers”
	5. Is a definition of “local procurement” provided within the report?	<ul style="list-style-type: none"> • “local suppliers are those that are situated within the same country where our mine is located”
2. Supplier Conduct	6. Does the report mention whether the company promotes and/or upholds a certain level of conduct amongst its suppliers (e.g. health and safety, human rights, environment, anti-corruption, etc.)?	<ul style="list-style-type: none"> • “Our Supplier Conduct Code outlines the health, safety, and human rights expectations that our suppliers must uphold” • “We are working with our suppliers to instill best practices in human rights, environment, governance and safety”
3. Local Procurement Statistics	7. Are there figures provided for local procurement of goods and services?	<ul style="list-style-type: none"> • “we spend over \$__ on local suppliers each year” • “we procure from __ number of local suppliers”
	8. Are these figures for local procurement disaggregated by geographic location or mine site?	<ul style="list-style-type: none"> • “we spend \$__ on local suppliers at site x, and \$__ on local suppliers at site y”
	9. Are there percentages provided for local procurement?	<ul style="list-style-type: none"> • “__% of our suppliers are local suppliers” • “we procured __% more goods and services locally this year, compared to last year”
	10. Are these percentages for local procurement disaggregated by geographic location or mine site?	<ul style="list-style-type: none"> • “at site x, __% of goods and services are procured locally, while at site y, __% of goods and services are procured locally”
4. Global Reporting Initiative	11. Does the report use the GRI?	<ul style="list-style-type: none"> • Completed GRI Framework Indicators Index is publicly available
	12. Is indicator EC6 (for G3 edition of the GRI) or EC9 (for G4 edition of the GRI) provided in the report?	<ul style="list-style-type: none"> • Reference to, and completion of, GRI Indicator EC6 or EC9 – <i>Policies, Practices and Proportion of Spending on Locally-based Suppliers at Significant Locations of Operation</i>

Part 2: An Analysis of Local Procurement Public Reporting by the 40 Largest Global Mining Companies

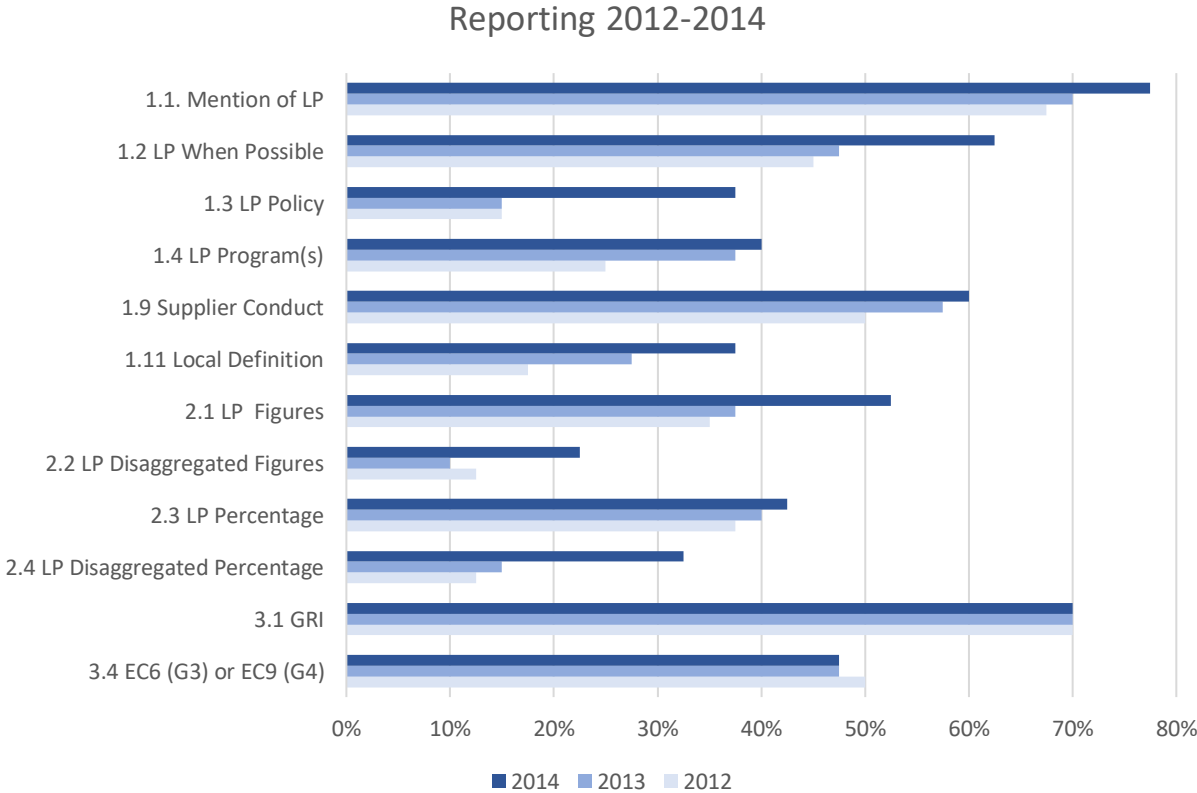
After evaluating the reporting practices of each company, the data was analyzed for trends that could provide insight into how local procurement reporting could be improved. Industry leaders and innovative reporting methods were identified. This section of the report provides the findings of the analysis.

The data for each individual company can be found in Appendix A: Global Mining Industry Local Procurement Public Reporting Data.

High-Level Trends

The most significant improvements were in local procurement policies and disaggregated data.

1. The number of companies reporting a local procurement policy more than doubled between 2012 and 2014.
2. The number of companies reporting disaggregated figures and percentages for spending on local procurement more than doubled between 2012 and 2014.
3. The number of companies using the GRI and answering EC6 or EC9 did not change between 2012 and 2014
4. There were modest increases in every other category.



What CEOs are Saying:

"We are leading the industry in enterprise development programmes alongside local procurement, local capacity-building, education and training, and community social investment."

Mark Cutifani,
CEO, Anglo American

"We also continue to focus on facilitating long-term economic opportunities and strategic community investments to encourage lasting positive benefits for the communities where we operate. This includes everything from local spending to taxation and community investment."

Donald Lindsay
CEO, Teck

"We also provided employment opportunities, purchased local goods and services and developed infrastructure and facilities that benefitted our host communities."

Andrew Mackenzie
CEO, BHP Billiton

"Our activities directly benefit our host communities through employment and tax revenues; indirectly, we source locally wherever possible, invest in infrastructure and support local healthcare and education programmes."

Ivan Glasenberg
CEO, Glencore

"The Billion Opportunities program, which was launched in late 2011, this year reached \$1.6 billion in contracts and sub-contracts awarded to Aboriginal businesses and joint ventures. Through this program Fortescue is supporting a generation of Aboriginal entrepreneurs who will create true empowerment and economic self-determination."

Nev Power
CEO, Fortescue

"In 2013, we did that by formalizing objectives to increase our employment of residents of Saskatchewan's north by 2% and to increase our procurement of services from northern Saskatchewan vendors to 75%."

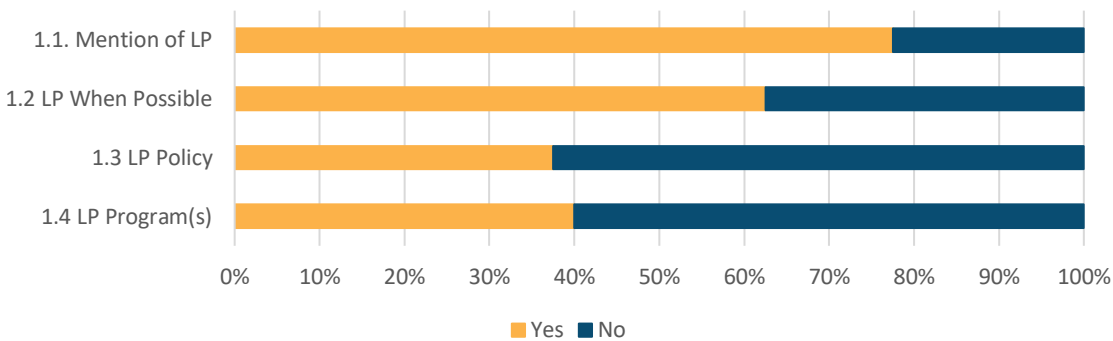
Tim Gitzel
CEO, Cameco

Category 1 Data Findings: Mentions of Local Procurement

Making Local Purchasing a Priority

In 2014, more than 70 percent of the 40 largest mining companies mentioned local procurement in their CSR report. This indicates that local procurement is widely understood as an important component of responsible mining practices. More than half of the companies listed local procurement as a priority. This is a step forward from previous years, and shows that local procurement is becoming more of a focus for the global mining industry.

Mentions of Local Procurement



Mentions of Local Procurement

Communities

- Economic and social contributions, including jobs, local procurement, taxes and community investment
- Safe operations with minimal environmental impact

Figure 5: PotashCorp, *Nourishing Potential*, p. 10

Our approach to working with local communities, including the use of local suppliers, is guided by several policies. Newcrest's Diversity, International Employees, Communities and Supply Policies variously focus on promoting and valuing diversity in Newcrest's workforce, seeking to maximise direct local engagement in our operations through employing local people and engaging local businesses, where practicable, and ensuring that communities are fairly compensated and obtain a fair share of benefits from the relevant operations. Newcrest has no formal Company-wide policy for local supplier preference, but we do actively consider opportunities for purchasing goods and services from within the communities in which we operate. This is subject to practical, operational and financial efficiencies.

Figure 6: Newcrest, *Sustainability Report 2014*, p. 26

Buying Locally

Agnico Eagle prefers to buy from local suppliers as a way of supporting our communities, stimulating the local economy and minimizing the environmental impact of transporting materials from distant locations to our sites. Local suppliers must still meet the same criteria that all potential suppliers must meet in order to do business with our Company. In 2014, our mines spent just over \$400 million on the procurement of local goods and services, with local procurement representing an average of 64% of our total procurement spending in 2014.

Figure 7: Agnico Eagle, *The Future Is Mine*, p. 69

Policies and Programs

The percentage of companies reporting a local procurement policy was lower than 50 percent. This was also true for the percentage of companies who described programs to increase local procurement. This suggests a gap between the number of companies which say they prioritize local content, and those which have advanced policies in place. Companies that had reported a local procurement policy were likely to also explain programs in their reporting. Companies that did not report on a policy were unlikely to describe any sort of programs. Most companies reported on either both, or neither.

Policies and Programs

All our operations adhere to our leading Group-wide local procurement policy and are implementing local procurement strategies and reporting against targets. Operational efforts are supported by a comprehensive local procurement toolkit and summary guide.

Figure 8: Anglo American, *Focus: Effective Partnerships*, p. 48

In support of local suppliers, Minera Los Pelambres helped facilitate their upgrade to e-invoicing in partnership with the Chilean government. Minera Centinela received the ProPyme Seal (pro small and mid-sized businesses) of the Ministry of Economy, which certifies large companies that pay their small and mid-sized suppliers within a maximum of 30 calendar days. Los Pelambres and Centinela are also participants in the national programme to develop world-class mining suppliers.

Figure 9: Antofagasta, *Sustainability Report*, p. 36

16. Details required to be furnished in terms of Micro, Small and Medium Enterprises Development Act, 2006 (MSMED).

NMDC supports and encourages the participation of local and small vendors in procurement of goods and services. NMDC is taking steps to improve the capacity and capability of local and small vendors. A special drive for registering Micro and Small Enterprises was initiated in FY 2012-13. During FY 2013-14, we have participated in National level vendor development programme, State level vendor development programme and other programmes conducted by Ministry of MSME, Hyderabad in the nearby areas. We have also attended vendor development programme conducted by Ministry of MSME at Visakhapatnam, Raipur and Mysore wherein prospective MSEs were explained of our requirement and invited applications for vendor empanelment from the interested MSEs.



Translational Shear Tester at R&D Centre, Hyderabad

Figure 10: NMDC, *Mining is our Profession Mineral Conservation is our Passion*, p. 25

Business development workshops in Zambia:

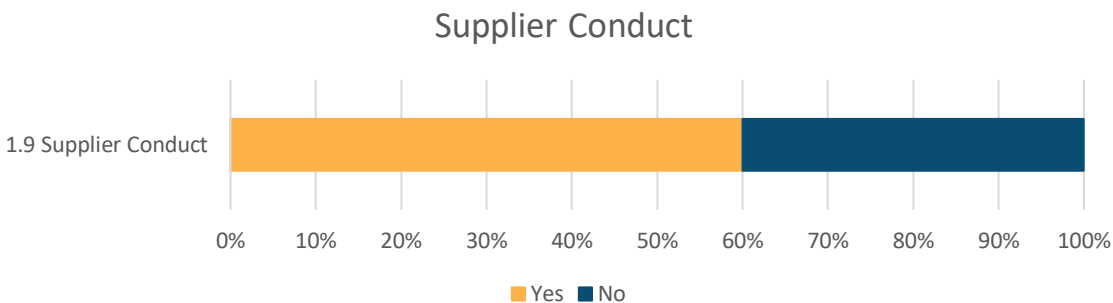
To encourage local enterprise in communities around the Kansanshi mine, First Quantum has sponsored a series of training sessions focused on adopting an entrepreneurial outlook, creating and registering a business, developing a plan, identifying resource requirements and putting the plan into action. To date more than 200 people have taken advantage of the program, and in post-course evaluations they were unanimous in praising its value and relevance. First Quantum backs up this commitment to business development with a local procurement policy, inviting area companies to bid on supplying everything from safety gear to core-sample trays. In 2013, the company purchased 89.8% of goods and services for its Zambian operations within the country.

Figure 11: First Quantum, *Respect*, p. 75

Category 2 Data Findings: Supplier Conduct

Mining companies often work to ensure that their suppliers adhere to anti-corruption, labour standards and other guidelines. Where local suppliers are used, a mining company should be aware of not only the technical capacity of their suppliers, but also their labour and environmental practices.

Where labour standards are weak and inspections are rarely carried out, there is a need to monitor suppliers for compliance. By using their code of conduct as a standard for supplier practices, mining companies can help ensure that their supply chain does not include problematic practices such as child or forced labour. Supplier conduct with respect to issues including human rights and the environment, was included in 60 percent of the reports examined.



Supplier Conduct

Our principles and values are disseminated through the Suppliers Code of Ethics and Conduct, a document that is signed by our suppliers and that specifies the prohibition of child, forced or compulsory labour.

Figure 12: Vale, *For a World with New Values*, p. 27

Our policy of requiring all suppliers to respect our sustainability and human rights policies also helps improve the quality and standards of local businesses and builds their capacity to access opportunities with other multinational companies in the future.

Figure 13: Randgold, *Sustainability Report 2014*, p. 13

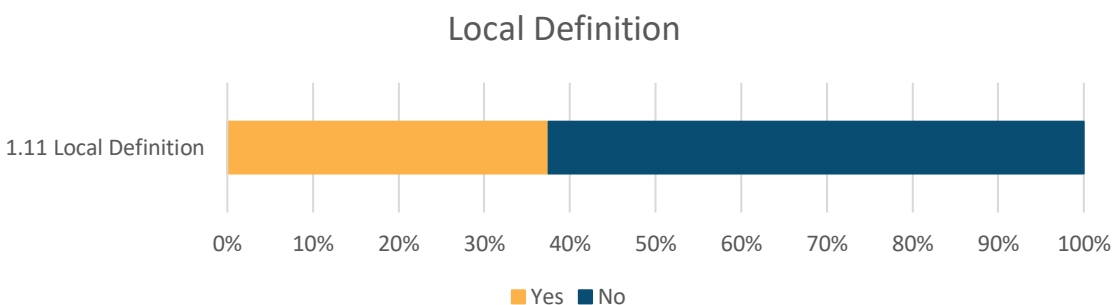
We have also continued the work started last year in extending our Human Rights Policy which is aligned with the United Nations Guiding Principles on Business and Human Rights, the United Nations Global Compact and the ICMM Principles. The policy commits us to actively ensure that we are not complicit in human rights abuses committed by others. We have an active program with our suppliers communicating what we mean by this commitment, their compliance requirements and what constitutes best practice.

Figure 14: Fortescue, *2014 Annual Report*, p. 42

What Does Local Mean?

For the purposes of this report any definition of local was awarded marks, though the sophistication and focus of these definitions varied greatly. In geographical terms, local was used to mean anywhere from in-country to the communities immediately surrounding the mine. In large countries, or countries with a high degree of economic inequality, reporting only national-level purchases makes local development more difficult to measure. In many cases local was used to refer to indigenous or historically disadvantaged groups. In these cases, where the intended group was identified, the definition of local was considered complete.

Importantly, in no cases was distinction made between locally registered distributors and locally based companies. It is possible that a locally registered business simply imports goods from other countries, adding limited value to the local country or community in comparison to a business that actually produces the products in-country.

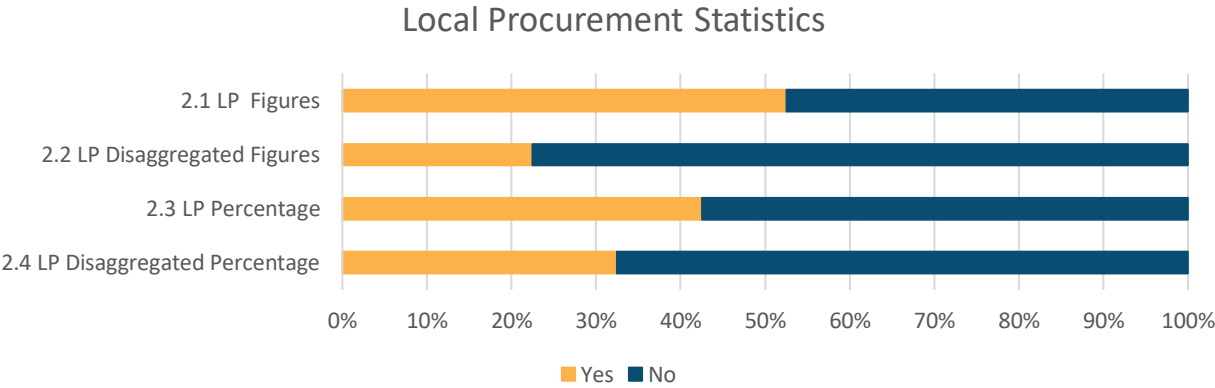


Sample Definitions of Local

Company	Definition
BHP Billiton Plc/BHP Billiton Limited	Local spend refers to spend within the communities in which we operate.
Anglo American plc	In 2014, Coal in South Africa spent \$184 million with suppliers based within a 50 kilometre radius of its 10 mines.
Goldcorp Inc.	Local: those communities immediately surrounding the mine
Barrick Gold Corporation	The local area varies by site and may include local villages or even an entire province/state.
ALROSA	In geographical terms, 'local' in respect of procurement activities of the Company means 'in the Russian Federation'.
Fortescue Metals Group Limited	For local content, the order of preference is the Pilbara, Western Australian and then Australian-based suppliers and we have developed local content targets for each of our operations.
Newcrest	For the purposes of this Report, in-country is considered to be 'local'.

Category 3 Data Findings: Local Procurement Statistics

As can be seen in the graph below, many of the world’s largest mining companies are providing statistics on how much they procure locally. The percentage of companies providing these details in reporting has increased from 2012 to 2014 to the point where roughly over half of the world’s largest forty companies do so. However, while this is a promising development, most of the largest companies still do not report on procurement statistics in a disaggregated fashion. See reporting examples from Agnico Eagle, Anglo American and Newmont on the next page for some examples of disaggregated reporting that can be used as models for other companies.



The most common figure to report was a local procurement figure; typically, financial values. Local procurement as a portion of spend was more commonly reported than values or percentages disaggregated by site.

Local Procurement Statistics

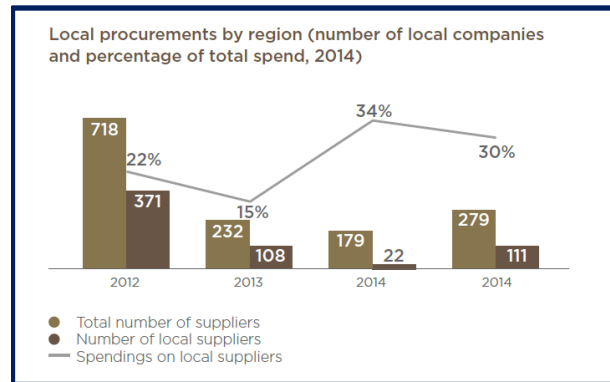


Figure 15: Polyus, *On the Transformation Path*, p. 58

This year we spent \$288 million on host country suppliers. Our procurement includes a wide range of goods and services from Congolese bottled water supplier **O’Kapi** to Malian caterers **Food and Events Africa (FEA)** and Ivorian fuel suppliers **Klenzi**.

Figure 16: Randgold, *Sustainability Report 2014*, p. 12

Disaggregated Local Procurement Statistics

EC6	Policy, practices and proportion of spending on locally based suppliers at significant locations of operation			
	LaRonde	Goldex	Lapa	Kittila
Proportion of mine spending (%) on supplies that goes to local suppliers – where local is defined as the geographic or economic region in which the mine is located, such as northern Quebec for the Abitibi, Chihuahua State for Pinos Altos, Lapland for Kittila, and Nunavut for Meadowbank (all amounts are represented in local currencies)	60%	62%	79%	19%
Total purchases for division	\$219,121,282.93	\$82,912,492.23	\$51,949,647.54	€129,568,744.55
Total purchases for division in local region	\$132,246,437.36	\$51,448,090.28	\$41,166,423.31	€24,514,999.44
	Pinos Altos	La India	Meadowbank	Average
Proportion of mine spending (%) on supplies that goes to local suppliers – where local is defined as the geographic or economic region in which the mine is located, such as northern Quebec for the Abitibi, Chihuahua State for Pinos Altos, Lapland for Kittila, and Nunavut for Meadowbank (all amounts are represented in local currencies)	81%	88%	58%	64%
Total purchases for division	MXN\$139,237,209.84	MXN\$540,319,104.00	\$230,404,685.00	
Total purchases for division in local region	MXN\$112,782,139.97	MXN\$473,600,252.00	\$132,635,147.66	

Figure 17: Agnico, *The Future Is Mine*, p. 76

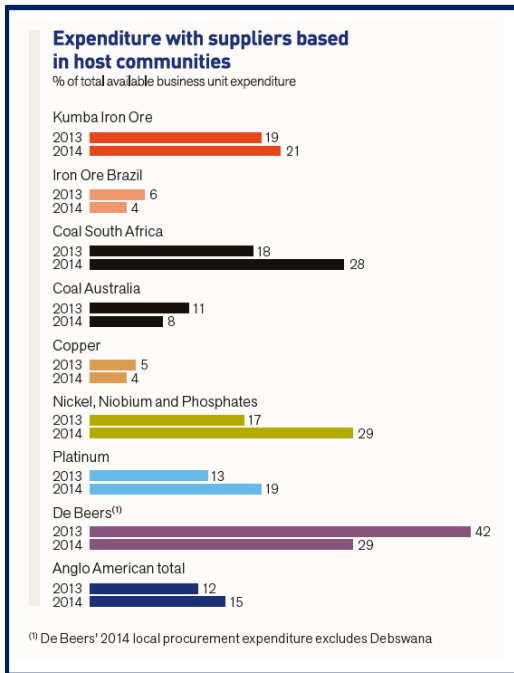


Figure 18: Anglo American, *Focus: Effective Partnerships*, p. 48

Tables, graphs, and maps can all be used to show disaggregated data

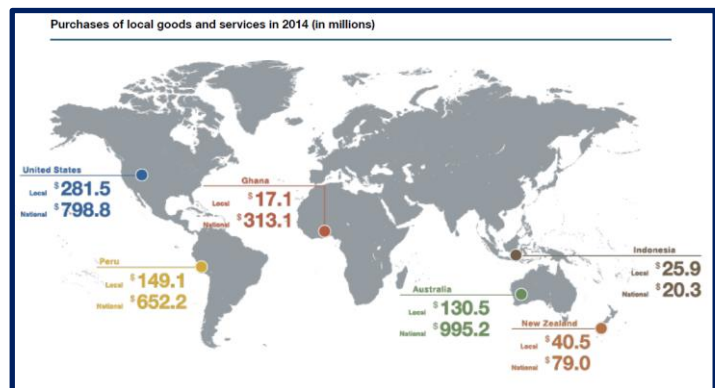
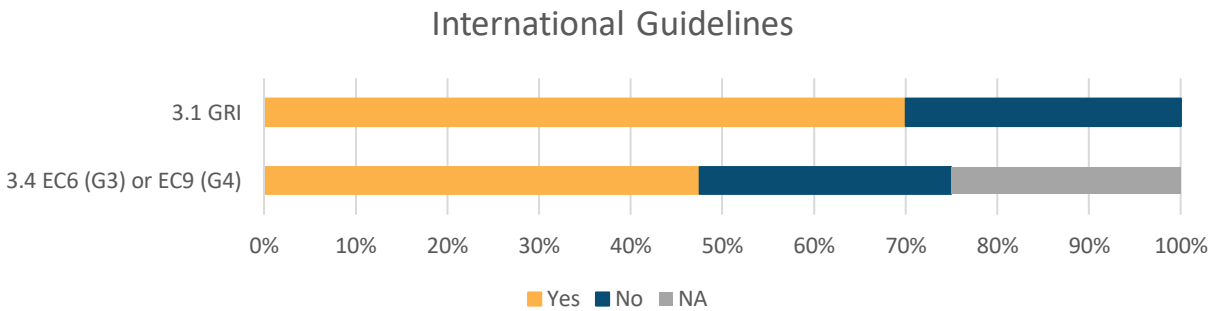


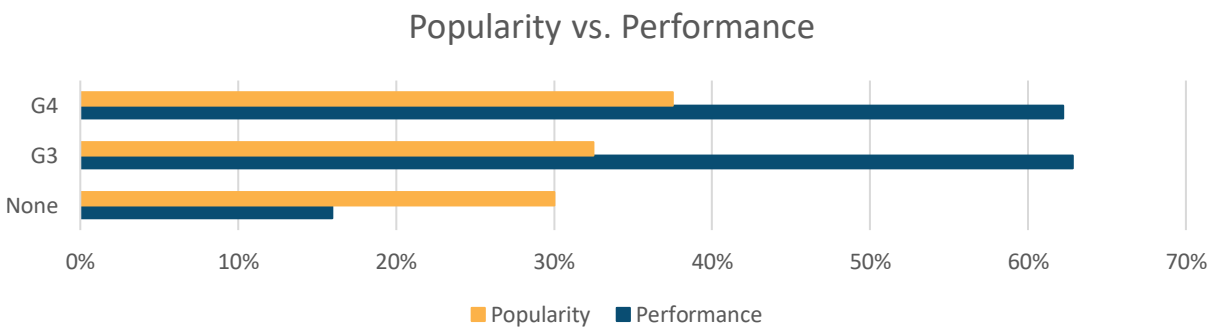
Figure 19: Newmont, *Beyond the Mine*, p. 108

Category 4 Data Findings: Global Reporting Initiative

Most companies used a GRI framework to complete their CSR report. However, not all of the companies that used the GRI fully met its requirements. The graph below shows the percentage of companies using some form of the GRI compared with those that did not use the GRI at all. The percentage of companies that answered EC6 and EC9 is listed as well.

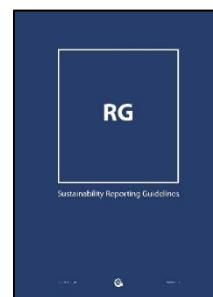


The graph below shows the percentage of companies using each reporting guideline, and the average score for each guideline used.



Companies that use the GRI answered yes to more questions on average. This suggests that using the GRI as a framework for CSR reporting is an effective way to improve local procurement tracking. It is the intention of the Mining LPRM to further support companies using the GRI by providing a framework for additional disclosures in line with best practice.

Companies that used the G4 answered yes to the same number of questions on average as those which use the G3. The largest differentiator of all cases was the usage of the Global Reporting Initiative. The companies that used the GRI had approximately twice the score of those which did not.



G3 Guidelines



G4 Guidelines

Global Leaders in Local Procurement Public Reporting

Each of the following companies received a score of 100 percent:



Benefitting our communities through local procurement
Due to the size and scale of our operations, we require a range of products and services to enable our Businesses to operate effectively at the local level. Where our requirements can be met, we choose to source these products and services locally from our host communities, benefitting our local suppliers and our local communities. In FY2013 we set a target for all our Assets to have local procurement plans. This was achieved in FY2014. Our Assets have also made progress to meet the specific targets included within their local procurement plans.

In FY2014, 55 per cent of our Group spend was with local suppliers, with the largest local spends made by operations in the United States and Australia, 72 per cent and 66 per cent, respectively.

We are committed to both Broad-Based Black Economic Empowerment (B-BBEE) and Transformation as a national and Company imperative. Successfully implementing the South African Government's B-BBEE and Transformation policies is critical to our sustainability. As part of our B-BBEE objectives, we promote business opportunities for historically disadvantaged people through procurement, beneficiation and enterprise development and facilitate the reduction of income inequalities between and within race and gender groups.

Figure 20: BHP Billiton, Value Through Performance, p. 48

Distribution of supply expenditure⁽¹⁾

- Local 55%
- Regional and national 38%
- External to home country 7%

(1) Local spend refers to spend within the communities in which we operate. Regional and national spend refers to spend within the regions, such as states and provinces, and the home country of operation, excluding local spend.

Definition of Local

Percentage

Mention

When possible

Policy

The following example from Newmont presents detailed local procurement statistics:

Goods and services purchased (in millions)					
Country	Local*	National	International	Total	Percent local
Australia	\$929.07	\$660.08	\$17.28	\$1,606.43	58%
Ghana	\$15.08	\$294.12	\$131.27	\$440.47	3%
Indonesia	\$36.14	\$288.09	\$113.83	\$438.06	8%
New Zealand	\$28.52	\$38.77	\$24.14	\$91.44	31%
Peru	\$129.16	\$853.34	\$28.88	\$1,011.38	13%
United States	\$285.36	\$918.18	\$238.23	\$1,441.77	20%
Total	\$1,423.34	\$3,052.58	\$553.64	\$5,029.56	28%

* "Local" includes spends categorized as both "local" and "local-local."

Figure 21: Newmont, Beyond the Mine, p. 109

Figure

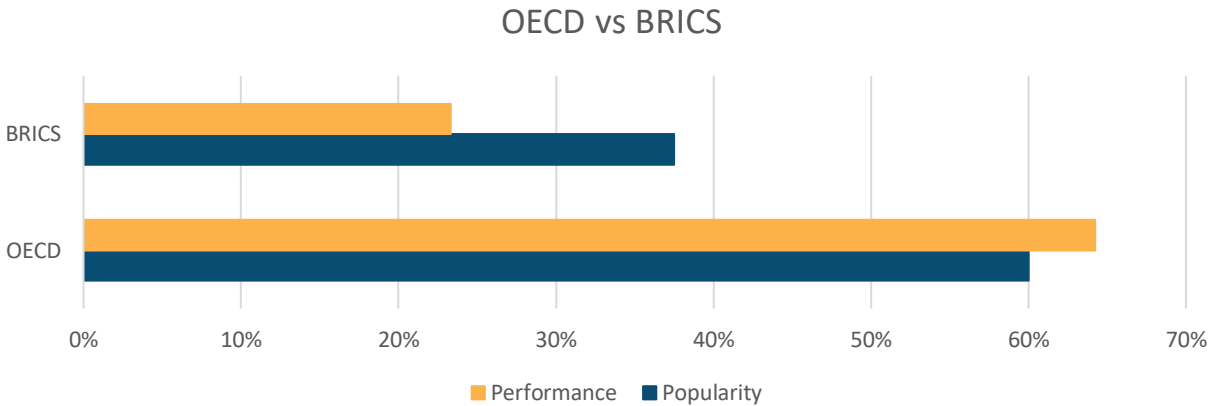
Percentage

Disaggregated figures

Disaggregated percentages

A Note on OECD vs BRICS-based Company Reporting

A comparison of countries within the OECD (Organization for Economic Co-operation and Development) and the BRICS (Brazil, Russia, India, China, and South Africa) shows that the performance of the companies based in OECD countries was significantly higher. Both groups had a representative sample, although there were more OECD countries than BRICS countries included in the analysis.



Conclusion to the Global Section

Through analysis of reporting practices, it is shown that the 40 largest mining companies globally are moving in the right direction. A majority of companies now publicly state they prioritize local suppliers, use reporting guidelines, and provide some form of local procurement statistics. Increases in the number of companies reporting were also observed in almost every category.

One of the most dramatic improvements was that the number of companies stating they have a local procurement policy doubled from 2013 to 2014. This indicates that local procurement is rapidly becoming a priority for the global mining industry. The inclusion of disaggregated figures is also a positive step in public local procurement reporting; however, there remains a large potential for improvement in this area. Additionally, while the majority of companies mention local procurement and have adopted the GRI reporting framework, the information provided by these companies was not yet at the level required by the G3 or G4 frameworks.

These encouraging results show that the industry is embracing local procurement and becoming more transparent in its reporting. Some companies are leading industry practice by finding innovative ways to report on local procurement beyond the scope of this report. With improved transparency in local procurement spending, the impact of this spending can be maximized for more inclusive and mutually beneficial mining.

Appendix A: Global Mining Industry Local Public Reporting Data

Rank	Company	Country	Report	1.1. Mention of LP	1.2 LP When Possible	1.3 LP Policy	1.4 LP Program(s)	1.9 Supplier Conduct	1.11 Local Definition	2.1 LP Figures	2.2 LP Disaggregated Figures	2.3 LP Percentage	2.4 LP Disaggregated Percentage	3.1 GRI	3.4 EC6 (G3) or EC9 (G4)	GRI Version
1	BHP Billiton Plc/BHP Billiton Limited	UK/Australia	CSR Report	•	•	•	•	•	•	•	•	•	•	•	•	G4
2	Rio Tinto plc/Rio Tinto Limited	UK/Australia	CSR Report	•	•		•	•		•	•			•	•	G3
3	China Shenhua Energy Company Limited	China/Hong Kong	CSR Report	•	•			•		•				•		G4
4	Glencore plc	UK/Australia	CSR Report	•	•		•	•	•	•		•	•	•	•	G3
5	Vale S.A.	Brazil	CSR Report	•	•	•	•	•	•			•	•	•	•	G3
6	Coal India Limited	India	CSR Report	•				•						•		G3
7	Potash Corp. of Saskatchewan, Inc.	Canada	CSR Report	•											NA	None
8	Anglo American plc	UK	CSR Report	•	•	•	•	•		•	•	•	•	•	•	G4
9	Freeport-McMoRan Copper & Gold Inc.	United States	CSR Report											•		G3
10	Grupo México S.A.B. de CV	Mexico	CSR Report	•	•			•				•	•	•		G3
11	MMC Norilsk Nickel	Russia	CSR Report							•	•			•		G4
12	The Mosaic Company	United States	CSR Online	•	•			•	•			•	•	•	•	G4
13	Goldcorp Inc.	Canada	CSR Report	•	•	•	•	•	•	•		•	•	•	•	G3
14	China Coal Energy Company Limited	China/Hong Kong	CSR Report	•	•			•		•				•	No	G4
15	Barrick Gold Corporation	Canada	CSR Report	•	•	•	•	•	•	•	•	•	•	•	•	G3
16	Antofagasta plc	UK	CSR Report	•			•	•	•	•				•	•	G4
17	Zijin Mining Group Co. Ltd	China/Hong Kong	Annual Report												NA	None
18	Inner Mongolia Yitai Coal Company Limited	China/Hong Kong	CSR Report	•	•											None
19	Saudi Arabian Mining Company (Ma'aden)	Saudi Arabia	CSR Report	•	•	•	•			•		•			NA	None
20	Newmont Mining Corporation	United States	CSR Report	•	•	•	•	•	•	•	•	•	•	•	•	G4

Rank	Company	Country	Report	1.1. Mention of LP	1.2 LP When Possible	1.3 LP Policy	1.4 LP Program(s)	1.9 Supplier Conduct	1.11 Local Definition	2.1 LP Figures	2.2 LP Disaggregated Figures	2.3 LP Percentage	2.4 LP Disaggregated Percentage	3.1 GRI	3.4 EC6 (G3) or EC9 (G4)	GRI Version
21	NMDC Limited	India	Annual Report	•	•	•	•								NA	None
22	Polyus Gold International Limited	UK	Annual Report	•	•	•		•		•		•		•	•	G4
23	First Quantum Minerals Limited	Canada	CSR Report	•	•	•	•								NA	None
24	Jiangxi Copper Company Limited	China/Hong Kong	Annual Report												NA	None
25	Sumitomo Metal Mining Company	Japan	CSR Report	•				•		•		•		•	•	G3
26	Yanzhou Coal Mining Company Limited	China/Hong Kong	Annual Report												NA	None
27	Teck Resources Limited	Canada	CSR Report	•	•	•	•	•	•	•		•	•	•	•	G4
28	Consol Energy Incorporated	United States	CSR Report					•						•		G3
29	Industrias Penoles S.A.B. de CV	Mexico	CSR Report	•	•					•	•			•	•	G4
30	ALROSA	Russia	CSR Report	•					•	•				•		G4
31	Fortescue Metals Group Limited	Australia	Annual Report	•	•	•	•	•	•	•		•		•	•	G4
32	Newcrest Mining Limited	Australia	CSR Report	•	•				•			•	•	•	•	G3
33	Cameco Corporation	Canada	CSR Report	•	•	•	•	•	•	•	•	•	•	•	•	G3
34	Randgold Resources	UK	CSR Report	•	•	•	•	•	•	•				•	•	G4
35	KGHM Polska Miedz Spolka Akcyjna	Poland	CSR Report	•											NA	None
36	Uralkali	Russia	Annual Report											•		G4
37	Agnico-Eagle Mines Ltd.	Canada	CSR Report	•	•			•	•	•	•	•	•	•	•	G3
38	Zhongjin Gold Corp., Ltd.	China	CSR Report	•	•	•		•								None
39	Shandong Gold Mining Co., Ltd.	China	Annual Report												NA	None
40	China Northern Rare Earth (Group) High-Tech Co., Ltd	China	CSR Online					•							NA	None

Part 3: An Analysis of Local Procurement Public Reporting by the 40 Largest Canadian Mining Companies

As one of the investment centers of the global mining industry, Canada is home to many mining companies both large and small. The Canadian Mining Journal ranks the largest Canadian companies by revenue each year. MSV has examined the local procurement reporting of the top 40 of these companies. By focusing on Canadian companies, Mining Shared Value aims to create a culture of local procurement reporting which can in turn influence companies around the world.

While Canada is known for its junior mining companies, the companies examined in this report only include the largest companies. Because of this, the report should not be used to generalize Canadian mining companies or the level of reporting in the Canadian mining industry as a whole.

Similar to the analysis of global companies, the main objectives of this section are:

- To examine the reporting trends of the largest Canadian companies with respect to local procurement
- To make local procurement a priority issue in the Canadian mining industry
- To recognize Canadian industry leaders in local procurement reporting
- To measure the state of Canadian company reporting ahead of the 2017 release of the Mining Local Procurement Reporting Mechanism (LPRM)

An Analysis of Local Procurement Public Reporting by Canadian Miners

The results of the questionnaire were used to measure the reporting performance of each company. The Canadian results can be compared to the Global results to determine the performance of leading Canadian companies relative to the top of the industry.

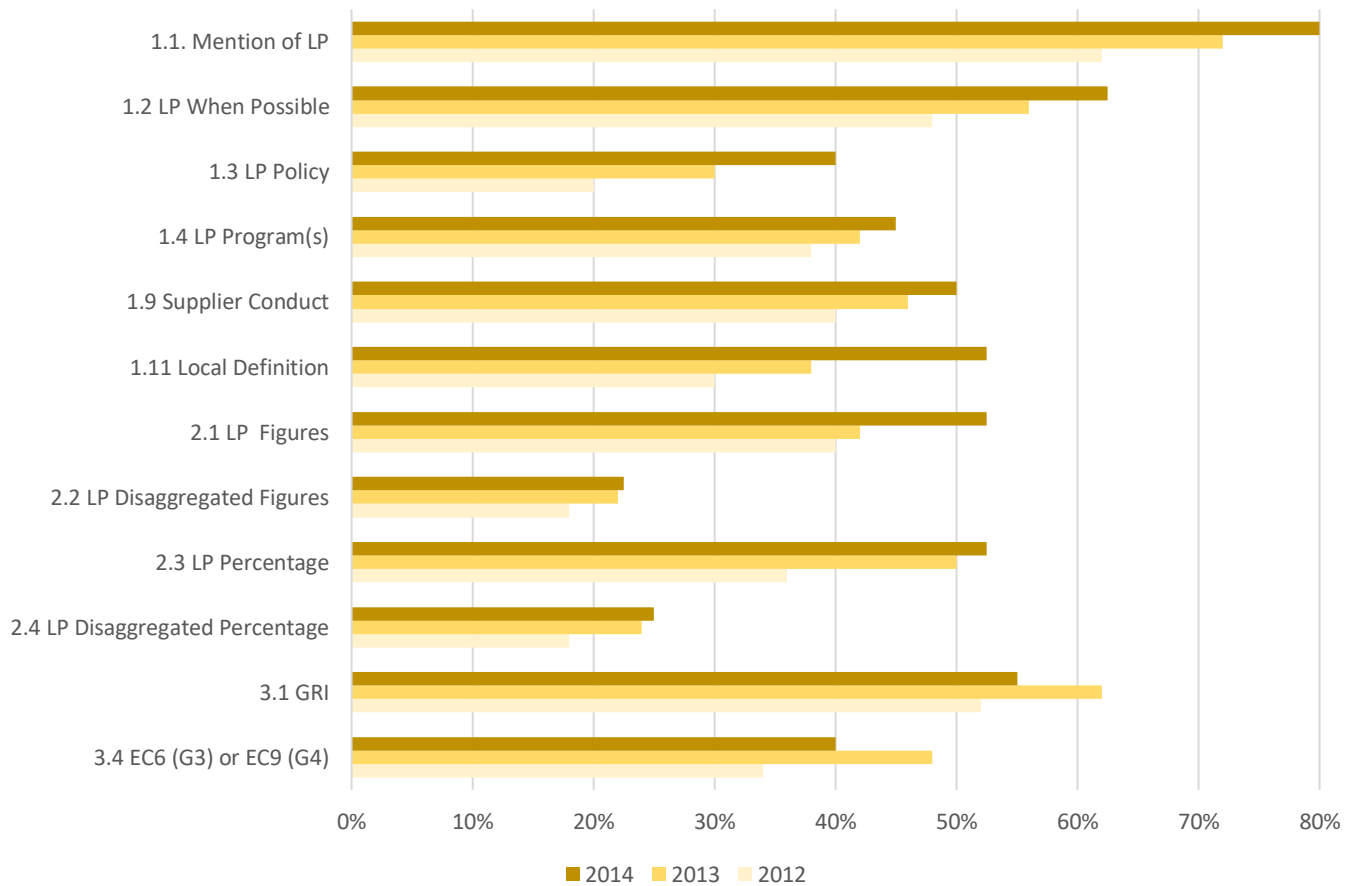
The data for each individual company can be found in Appendix B: Canadian Mining Industry Local Procurement Reporting Data.

High level Trends

There were improvements in reporting despite the lower number of companies using the GRI.

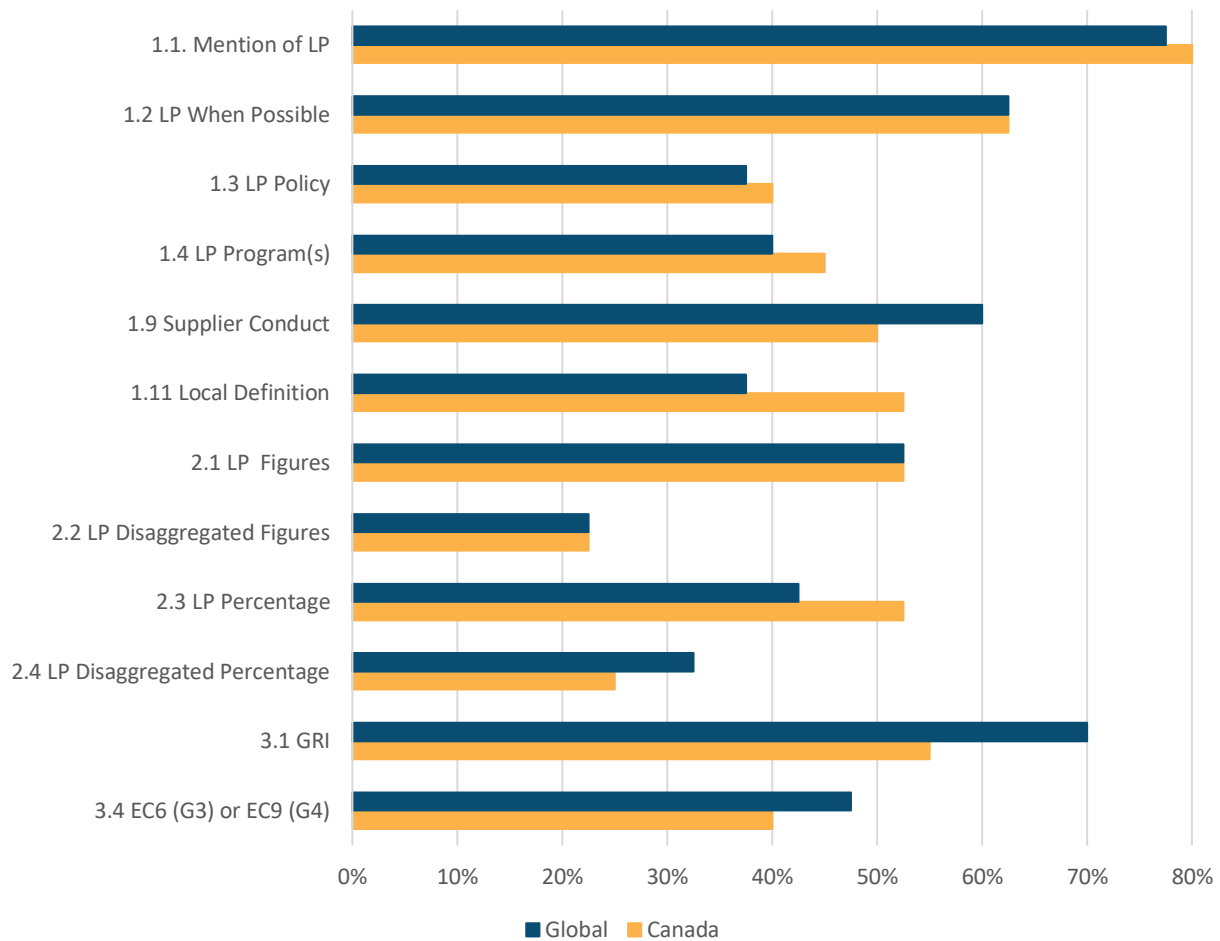
1. The number of companies using the GRI decreased in 2014
2. Large improvements were made in LP policy, local definition, and LP figures
3. Small improvements were made in every other category

Canadian Public Reporting 2012-2014



How does Canada Compare?

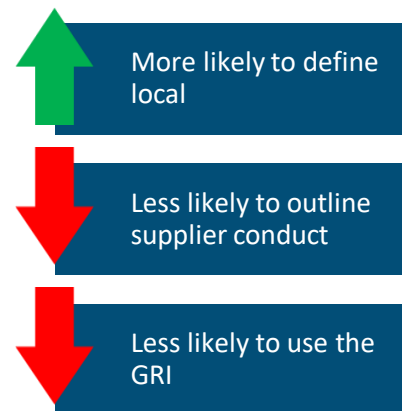
Canadian vs Global Reporting in 2014



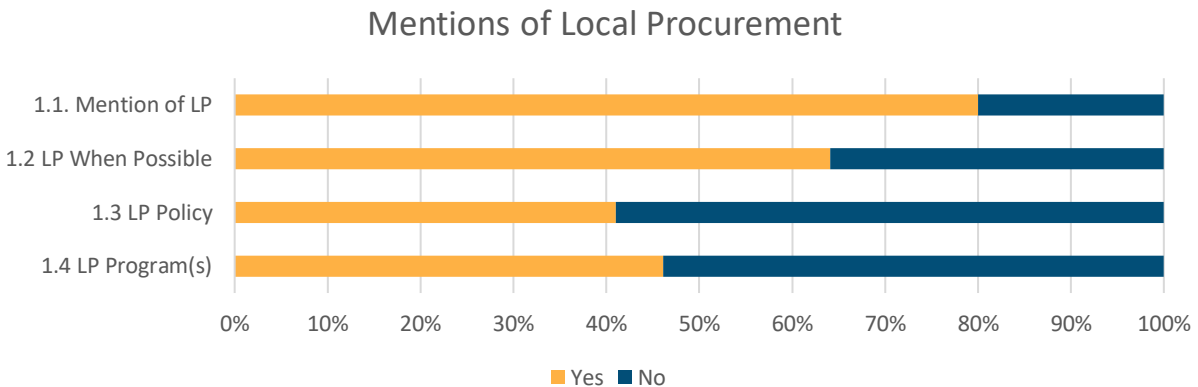
Since the Top 40 Canadian companies are smaller than the Top 40 global companies, the level of reporting was expected to be lower. This follows the general trend within the Top 40 Canadian companies that the largest companies have the highest scores, likely due to dedicated staff.

When compared to the global companies, Canadian companies were expected to have poorer performance due to their smaller average size. However, the performance was similar, suggesting that local procurement has been a key focus area of the institutions that guide the national sector.

When compared to the global Top 40, Canadian companies were:



Category 1 Data Findings: Mentions of Local Procurement



Making Local Purchasing a Priority

The majority of companies made mention of local procurement and committed to procuring locally when possible. Of the top 40 Canadian mining companies, 80 percent made a mention of local procurement in their CSR report. This is an increase of almost 20 percent over the last two years.

Policies and Programs

The number of companies reporting a local procurement policy doubled since 2012.

Policies and Programs

Business development workshops in Zambia: To encourage local enterprise in communities around the Kansanshi mine, First Quantum has sponsored a series of training sessions focused on adopting an entrepreneurial outlook, creating and registering a business, developing a plan, identifying resource requirements and putting the plan into action. To date more than 200 people have taken advantage of the program, and in post-course evaluations they were unanimous in praising its value and relevance. First Quantum backs up this commitment to business development with a local procurement policy, inviting area companies to bid on supplying everything from safety gear to core-sample trays. In 2013, the company purchased 89.8% of goods and services for its Zambian operations within the country.

Figure 24: FQM, *Respect*, p. 75

Mentions of Local Procurement

As much as possible, we engage local suppliers and contractors to direct our spending locally.

Figure 22: Capstone, *Sustainable Thinking: From the Ground Up*, p. 41

MSR's operations are designed to be a catalyst for positive social and economic development in the communities where we operate. We believe that communities and host governments should benefit concretely from our mining operations. To that end, we make significant contributions in tax revenues and royalties, employ hiring and procurement practices that encourage local employment and support social development activities.

Figure 23: Tahoe, *Social Report 2014*, p. 19

Promoting localized equipment procurement

The Company strives to cooperate with local suppliers in its proximity to steadily push forward localized equipment procurement. Materials and equipment featuring mature technologies in local production, reliable product quality and notable price advantages are prioritized. Such policies, while reducing procurement cost, have effectively promoted the manufacturing upgrades where the Company operates and thus achieved win-win for the Company and the local society.

Figure 25: Figure 3: China Gold, *Social Responsibility Report*, p. 37

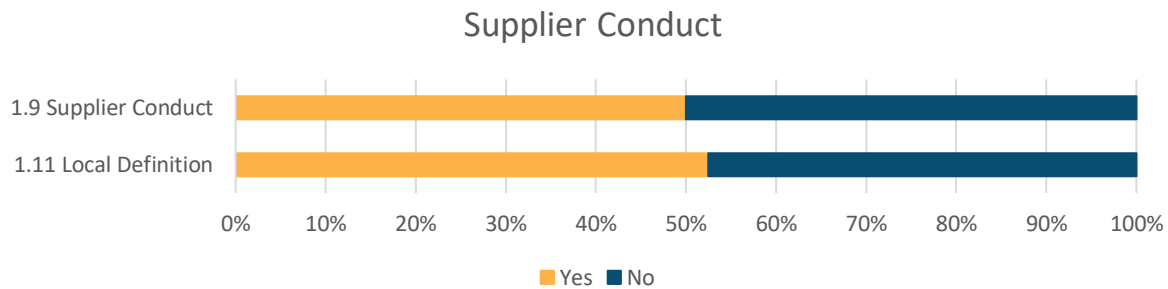
LOCAL PROCUREMENT PARTICIPATION

- Agreements on local supply chain opportunities, such as select construction materials for resettlement projects
- Programmes to develop local youth capacity to support development projects including masonry, carpentry, and building electrical skills
- Capacity-building programmes to establish small and micro-sized enterprises to provide services and supplies, such as commercial cookery ventures
- Capacity-building programmes to strengthen local procurement participation, including microfinance schemes and business development skills

Figure 26: Golden Star, *Corporate Responsibility Report*, p. 10

Category 2 Data Findings: Supplier Conduct

Half of the companies examined included supplier conduct in their CSR report. This was lower than the number of global companies, but still higher than in previous years. More than half of companies also gave a definition of local.



What is Local?

Canadian companies were significantly more likely to define local than global companies, however, Canadian companies also often had different definitions of local than global companies. For example, procurement from Aboriginal business was more of a focus for Canadian companies than global companies. Below are some other examples of how local was defined.

Defining Local

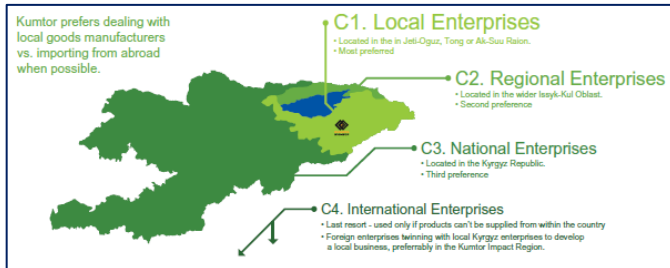


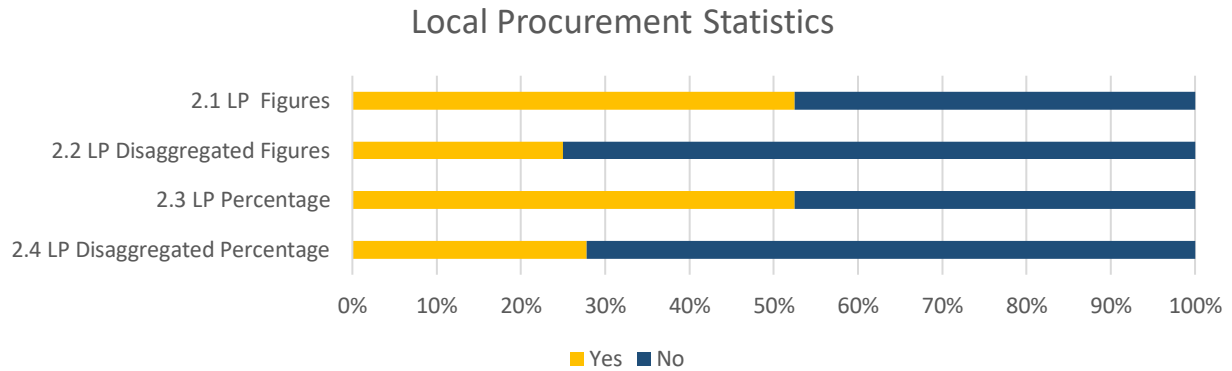
Figure 27: Centerra, *Environment and Sustainability Report 2014*, p. 26

Definition of "Local"	
Site	Location of Suppliers Geographically
Rosebel	Local suppliers are defined as suppliers based in the Brokopondo region of Suriname, including communities such as Nieuwe Koffiekamp, Askgrong, Brownsweg, Klaaskreek and Niv. Lombe. National suppliers are any suppliers based in Suriname, usually based in the capital city of Paramaribo.
Essakane	Local suppliers are defined as suppliers based within the region of the Sahel including the communes of Dori, Gorom-Gorom and Falagountou. National suppliers are any suppliers based in-country, usually based in the capital city of Ouagadougou.
Westwood/Mouska	Local suppliers are defined as suppliers based in the Abitibi-Témiscamingue region, the province of Quebec or Ontario. National suppliers are suppliers based in Canada.
Niobec	Local suppliers are defined as suppliers based in the region of Saguenay-Lac-Saint-Jean or the province of Quebec. National suppliers are suppliers based in Canada.

Figure 28: IAMGOLD, *2014 Health Safety and Sustainability Report*, Online

Category 3 Data Findings: Local Procurement Statistics

Canadian companies had similar performance when compared to global companies. More than half of the Top 40 Canadian companies reported statistics, however, only a quarter reported disaggregated data. There was also a higher percentage of companies for which disaggregated data was not applicable.



The examples below show various ways for companies to report procurement statistics. This can be broken down by mine, country, spend category, or development stage. When compared to previous years, Canadian companies have seen a steady improvement in the reporting of local procurement statistics. This applies to all categories of statistics.

Local Procurement Statistics

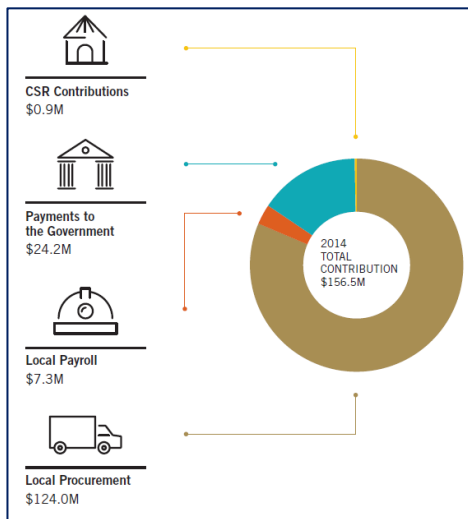


Figure 29: Teranga, Committed, p. 22

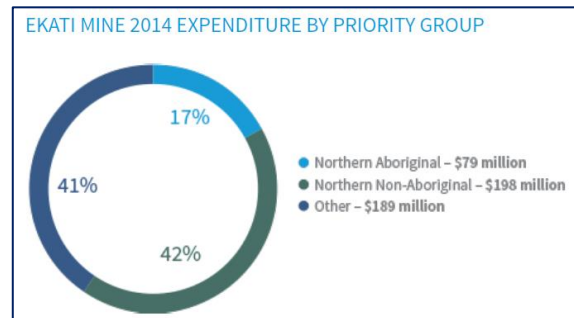


Figure 20: DDC, Corporate Social Responsibility Report, p. 23

Disaggregated Local Procurement Statistics

2014	Revenue	Payments to Governments				In-Country Suppliers ²	In-Country Wages ³	Community ⁴	Out-Of-Country Suppliers	Economic Value Retained ⁵
		Royalties & Fees	Income & Corporate Tax	Duties, Other	Total to Gov't					
Brazil	644.3	63.1	6.0	6.2	75.3	406.3	72.2	1.7	88.4	0.4
Chile	316.4	0.0	(6.0)	2.0	(4.0)	133.6	72.7	0.6	6.1	107.4
Ghana	354.9	19.1	47.6	0.0	66.7	142.0	42.2	1.6	48.9	53.5
Mauritania	319.8	10.2	15.4	14.2	39.8	241.6	55.3	1.1	169.5	(187.5)
Russia	947.5	52.4	82.7	41.8	176.9	211.5	99.5	1.0	148.2	310.4
USA	883.4	1.9	37.4	13.6	52.9	451.9	165.5	1.0	3.3	208.8
Corporate	0.0	0.0	2.2	0.0	2.2	93.5	178.5 ⁶	1.4	43.8	(319.4)
Total	3,466.3	146.7	185.3	77.8	409.8	1,680.4	685.9	8.4	508.2	173.6

Figure 31: Kinross, Corporate Responsibility Data Supplement, p. 4

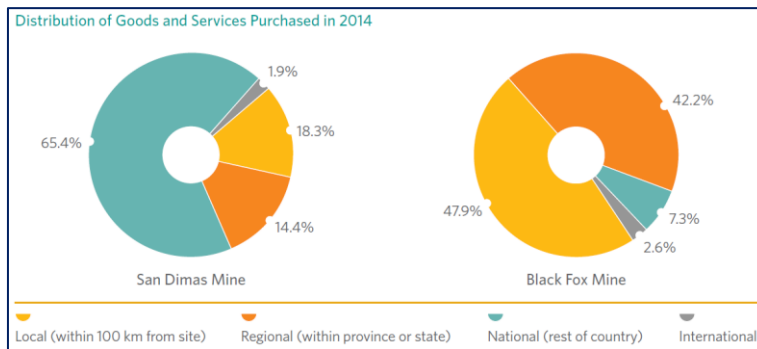
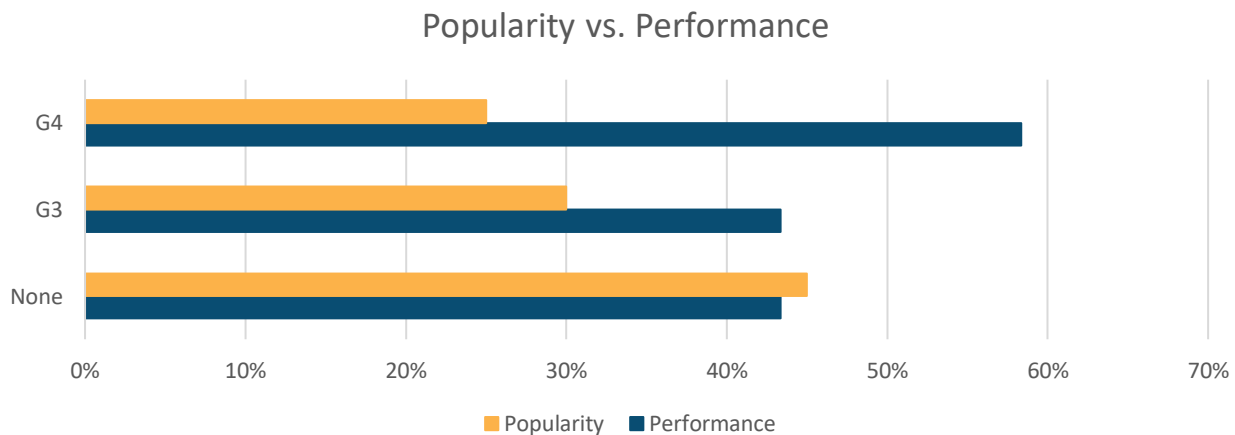


Figure 32: Primero, Sustainability Report 2014, p. 19

Category 4 Data Findings: Global Reporting Initiative

The performance of companies using the G4 was higher than those using the G3. This is in contrast with the Top 40 Global companies, among whom there was no significant difference. It is possible that since the Top 40 Canadian mining companies are smaller than the Top 40 global companies, the reasons for not adopting the newest standards may be more closely related to management capacity. This graph shows the percentage of companies using each guideline, and the average score for each guideline used.



Canadian Leaders in Local Procurement Public Reporting

The following companies achieved a score of 100 percent on their local procurement public reporting:



The first example is from Barrick Gold and uses text to mention, prioritize, and outline its policy towards local procurement.

Local Procurement

We believe that responsible economic development can and should improve the lives of stakeholders in the regions where we operate. When done responsibly, economic development is a contributor to a broad spectrum of positive impacts. Through local procurement, for example, the presence of our operations can directly help host communities and individuals enjoy the rights to work, to food and property, and to an adequate standard of living. We developed a Local Procurement Standard in 2013. The Standard was implemented in 2014 under the direction of the Community Relations group. For more information on our activities regarding local procurement practices, see the Social and Economic Development section.

Along with buying locally when possible, we often work with regional government economic development committees, where they exist, to help our suppliers diversify so that the eventual closure of a mine will not impose undue hardships on local businesses. See the Mine Closure section for more information.

closure of a mine will not impose undue hardships on local businesses. See the Mine Closure section for more information.

Our Performance

- The Supplier Code of Business Conduct and Ethics was revised in 2014, enhancing our approach to anti-corruption and human rights considerations.
- We updated and revised our Contract Administration Standard in 2013 to enhance anti-corruption and human rights considerations. After development of training and certification materials, the revised Standard will be implemented in 2015.
- We developed and approved our Vendor Onboarding Standard in 2014.

Figure 33: Barrick, Responsible Mining, p. 11

The second example shows a table of Cameco's disaggregated procurement information.

This indicator shows the total dollar amount of services procured from local suppliers at Cameco's operating sites in northern Saskatchewan, Kazakhstan, and Ontario each year from 2009 to 2013.

	2009	2010	2011	2012	2013
N. Saskatchewan					
Total Services	\$309,428,098	\$381,599,332	\$533,877,071	\$629,563,958	\$670,539,246
Local Service Procurement	\$219,373,260	\$296,268,979	\$393,191,740	\$458,009,604	\$451,619,700
% Local Procurement for Services	71%	78%	74%	73%	67%
Kazakhstan					
Total Services	not available	\$41,091,338	\$14,022,608	\$54,936,635	\$46,561,826
Local Service Procurement	not available	\$38,686,805	\$12,848,565	\$38,073,200	\$42,583,561
% Local Procurement for Services	not available	94%	92%	69%	91%
Ontario					
Total Services	not available	not available	\$95,153,000	\$151,589,250	\$94,140,859
Local Service Procurement	not available	not available	\$60,780,000	\$92,466,588	\$61,592,890
% Local Procurement for Services	not available	not available	64%	61%	65%

Figure 33: Cameco, Strength in Depth, p. 111

Conclusion to the Canadian Section

Canadian companies have made steady improvements across the majority of categories since reporting for 2012. More than half of the largest 40 now provide a definition of local, local procurement figures, and mentions of supplier conduct. In 2014, 80 percent of Canadian companies mentioned local procurement in their CSR report.

Canadian companies performed similarly to Global companies in 2014. This is impressive when accounting for the fact that the Global Top 40 includes much larger companies than the Canadian Top 40. When compared to global companies, Canadian companies were more likely to define local, but less likely to use the GRI or outline supplier conduct.

These results indicate the adoption of local procurement as an important aspect of corporate social responsibility in mining. Canadian mining companies are recognizing the value of local procurement and reporting on it regularly, though opportunities to strengthen disclosure still remain.

Appendix B: Canadian Mining Industry Local Public Reporting Data

Rank	Company	Report	1.1. Mention of LP	1.2 LP When Possible	1.3 LP Policy	1.4 LP Program(s)	1.9 Supplier Conduct	1.11 Local Definition	2.1 LP Figures	2.2 LP Disaggregated Figures	2.3 LP Percentage	2.4 LP Disaggregated Percentage	3.1 GRI	3.4 EC6 (G3) or EC9 (G4)	GRI Version
1	Agrium	CSR update					•						•		G4
2	Barrick Gold	CSR	•	•	•	•	•	•	•	•	•	•	•	•	G3
3	Suncor Energy	CSR	•	•	•	•		•	•	NA		NA	•	•	G3
4	Teck Resources	CSR	•	•	•	•	•	•	•		•	•	•	•	G4
5	PotashCorp	CSR	•												None
6	Goldcorp	CSR	•	•	•	•	•	•	•		•	•	•	•	G3
7	Kinross Gold	CSR Update	•	•		•	•	•	•	•	•				None
8	First Quantum	CSR	•	•	•	•								NA	None
9	Cameco	CSR	•	•	•	•	•	•	•	•	•	•	•	•	G3
10	Agnico Eagle	CSR	•	•			•	•	•	•	•	•	•	•	G3
11	Yamana Gold	CSR	•	•		•	•	•	•	•	•	•	•	•	G3
12	Lundin	CSR	•					•	•	•	•		•	•	G4
13	Turquoise Hill	Annual Report	•					•	•	N/A	•	N/A		NA	None
14	Iamgold	CSR Online	•	•	•	•	•	•	•	•	•	•	•	•	G3
15	Dominion Diamond	CSR	•	NA	NA	NA	•	•	•		•			NA	None
16	Hudbay Minerals	Combined	•	•		•	•	•	•	•	•		•	•	G4
17	Eldorado Gold	CSR					•							NA	None
18	New Gold	CSR	•	•		•	•		•				•		G4
19	Pan American Silver	CSR	•	•	•	•	•	•	•	•	•	•	•	•	G4
20	Silver Wheaton	Annual Report												NA	None

Rank	Company	Report	1.1. Mention of LP	1.2 LP When Possible	1.3 LP Policy	1.4 LP Program(s)	1.9 Supplier Conduct	1.11 Local Definition	2.1 LP Figures	2.2 LP Disaggregated Figures	2.3 LP Percentage	2.4 LP Disaggregated Percentage	3.1 GRI	3.4 Ec6 (G3) or Ec9 (G4)	GRI Version
21	Centerra Gold	only up to 2013	•	•	•	•	•	•	•	NA	•	NA	•	NA	G3
22	Endeavour Mining	MD&A												NA	None
23	Detour Gold	Annual Information Form	•	•										NA	None
24	B2Gold	Annual Information Form	•	•	•									NA	None
25	Tahoe Resources	Site Specific	•											NA	None
26	Thompson Creek Metals Co.	?												NA	None
27	Franco-Nevada Corp.	Annual Report												NA	None
28	Capstone Mining Corp.	CSR	•	•									•		G4
29	China Gold International Resources	CSR	•	•	•		•							NA	None
30	Silver Standard Resources	Annual Review												NA	None
31	Nevsun Resources	CSR	•	•	•				•	•	•	•	•	•	G4
32	Alamos Gold	CSR	•	•									•		G3
33	Semafo	CSR	•				•		•		•			NA	None
34	Primerio Mining	CSR	•	•				•			•	•	•	•	G3
35	Sherritt International	CSR	•	•		•		•	•		•		•	•	G3
36	Dundee Precious Metals	CSR	•	•	•	•	•	•			•	•	•	•	G4
37	Golden Star Resources	CSR	•	•	•	•	•	•			•			NA	None
38	Lucara Diamond Corp.	CSR	•	•	•	•	•	•	•	NA		NA	•	•	G4
39	Taseko Mines	Annual Report												NA	None
40	Teranga Gold	CSR	•	•	•	•	•	•	•	NA	•	NA	•	•	G4

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