

Developing a Corporate Commitment to Support Equitable, Diverse and Inclusive Workplaces



Towards Sustainable Mining Alignment: Equitable, Diverse and Inclusive Workplaces Protocol:¹ **Indicator 1: Leadership and Strategy (Corporate Criteria)**

The TSM Equitable, Diverse and Inclusive Workplaces Protocol requires a corporate commitment aligned with the TSM Framework on Equitable, Diverse and Inclusive Workplaces (Indicator 1, Level A). This tipsheet provides guidance for companies looking to make such a corporate commitment or to review an existing corporate commitment. Note that there are many ways in which a company might meet this criterion within the TSM protocol, not all of which are captured in this guidance document.

What is a Corporate EDI Commitment?

A corporate equity, diversity and inclusion (EDI) commitment describes an organization's position with respect to EDI and how it manifests this position. It can convey status as well as intended or envisioned objectives. It may also specify the range or scope of application as well as point to implementation and accountability measures. Ultimately, a corporate EDI commitment expresses an organization's pledge to fostering an equitable, diverse and inclusive culture and in so doing, transforms the stated commitment into both assurance and obligation.

An effective EDI commitment aligns with and supports an organization's purpose, corporate values, strategic objectives and policies, enabling audiences to understand why or to what extent EDI is both central to as well as beneficial for an organization.

The Importance of a Corporate EDI Commitment

An EDI commitment is significant as both an internal and outward-facing reflection of an organization's approach to addressing significant social issues such as human rights, discrimination and equitable participation in the workforce, as they relate to core function and strategic goals, are present in the organization itself and occur in broader society. They signal organizational understanding of EDI, the quality or strength of the commitment and dedication to continuous improvement in this area. Consequently, EDI statements help to build credibility, cohesion and trust among stakeholders and impact investment, social license to operate, productivity, community and employee relations, workplace culture, innovation, creativity, staff attraction, recruitment, retention, safety and problem-solving.

¹ See: [Towards Sustainable Mining: Equitable, Diverse and Inclusive Workplaces Protocol](#)





Format

An EDI commitment may take the form of a stand-alone statement, a policy commitment or be embedded in other key corporate tools, such as a code of conduct. Each of these approaches has their respective advantages and disadvantages related to profile, strategic alignment, robustness and review. The chosen format will also reflect corporate and workplace culture, organizational design and the strength of the EDI commitment itself as well as account for the intended audience. When choosing the best format, consider the accessibility and prominence of the document as well as the process of periodic review and whether or how this might impact the preferred format.



Audience

An organization's commitment to EDI is integrally linked to its understanding of the commitment's audience, whether internal and/or external, corporate and/or operational, investors, employees, contractor, students, visitors, communities of interest, local rightsholders, prospective employees, partners, membership groups and broader stakeholders and/or others. Members of equity-deserving groups are a key audience of a corporate EDI commitment.

Similarly, the audience of the commitment will influence its language and how it is communicated. An effective practice is to adopt a commitment that speaks to a wide internal and external audience of both current and prospective stakeholders. Also, when effective, audiences can engage with the stated commitment. Using inclusive language and specifying the audience as part of the commitment is also helpful.



Aligning Corporate Commitment with the TSM EDI Workplaces Protocol

If a new corporate EDI commitment statement is needed, then save steps by ensuring any identified objectives align with the criteria of the TSM Indicator 1, Level A.

If there is an existing corporate EDI commitment statement, then analyze what needs to be done to align it with the TSM Indicator 1, Level A.





Developing a Corporate EDI Commitment Statement

1. Understanding what motivates an organization's commitment to EDI is the first step in its development. This will also influence the creation of an EDI strategy down the road. Any number of factors may be at play, including:
 - Compliance with TSM and/or legislation.
 - Investor impetus, such as ESG reporting.
 - Related catalyzing incidents, whether internal to an organization, within society or a combination of both.
 - Changing workforce and/or talent demographics.
 - Leadership priority.
2. Another important step involves analyzing the current corporate commitment evident, for example, in recent corporate documents and communications or via activities, senior management and/or stakeholder relations. It is helpful to know whether an organization is at an early, more advanced or somewhere in between stage of committing to EDI because of the opportunity it creates for transparency, mitigation of risks and expectations, for example, and aspiration within the commitment.
3. Develop a plan for drafting and engaging the audience and/or stakeholders in developing the commitment as appropriate, being sure to achieve diverse perspectives. This may mean engaging employees, communities of interest, unions/staff representatives, implementing departments/positions, and/or executive/leadership roles. This may also mean involving specific committees, employee resource group(s), community members or local rightsholders. Some stakeholders may be involved in drafting the commitment itself – usually one or two staff or a smaller working group. Others may be asked specifically for input or to provide direct comment. A wider audience group, such as broader community members or all employees may be asked to provide input and/or feedback on a draft before it is finalized, often via review and approval by senior management and/or directors.

As part of this drafting and feedback plan, ensure that members of equity-deserving groups have opportunities to provide comments and/or shape the commitment. Effective practice necessitates involving various perspectives to support the commitment's acceptance, credibility and relevance. Internal stakeholders can consider how EDI impacts the organization, workplace culture and individual roles. The wider community of stakeholders may also benefit from and contribute to advancing the stated commitment.





4. Communicate to stakeholders how the statement will be developed and shared once finalized. This demonstrates corporate appreciation for the contributions of stakeholders to drafting the statement. It will also show different stakeholder groups how they can be involved and what their respective roles will be when the time comes to implement the commitment.
5. Remain flexible throughout the drafting and engagement process. For example, a company may need to include any overlooked or emergent stakeholders or address any issues that arise.
6. Ensure alignment with the TSM Framework for Equitable, Diverse and Inclusive Workplaces. To achieve Level A in Indicator 1 of the TSM Equitable, Diverse and Inclusive Workplaces Protocol, a corporate office must demonstrate that their commitment to EDI is aligned with the commitments outlined in the TSM Framework.
7. Once finalized, the corporate EDI commitment can be shared through a variety of formats to ensure it is easily accessible for the identified audience(s) as well as unintended or emergent audiences. For instance, a commitment can be promoted via diverse corporate mechanisms such as newsletters, websites, reports, employee and contractor training sessions and/or stakeholder gatherings. Using clear, inclusive language in diverse, accessible formats is also a helpful way to model EDI commitment.



Maintaining your Organization's Commitment

A corporate commitment to EDI is an important element of an organization's living culture. Whether as part of a stand-alone statement, linked to policy or integrated into other key corporate resources such as values and mission statements or a code of conduct, it is good practice to review the commitment regularly, including periodic re-engagement of stakeholders for input. This may mean that a commitment is reviewed annually by a specific team(s) such as senior management, human resources or a staff committee and re-engage stakeholders for input every three to five years, for example. Organizations should also be prepared to review the commitment in response to catalyzing or emergent incidents or issues, whether internal or external.



Putting your Organization's Commitment into Action

A corporate commitment is realized through an action plan and/or corporate strategy. This includes the identification and implementation of related objectives, actions, resources and accountability structures and evaluation/monitoring measures. Establishing objectives and evaluative metrics is a further demonstration of commitment and lends both credibility and transparency to an organization's EDI efforts. See the Appendix, an annotated version of the Mining Association of Canada's EDI commitment statement of 2020, which has subsequently been integrated into the TSM Protocol on Equitable, Diverse and Inclusive Workplaces.



Appendix

Sample Corporate EDI Commitment Statement

Below is an annotated example of a commitment statement for your learning and use. We have used the Mining Association of Canada's 2020 Commitment to Equity, Diversity and Inclusion to assist you in developing a commitment that is appropriate for your organization.²

The members of the Mining Association of Canada unequivocally condemn inequity, discrimination and hatred in all its forms. **Equity, diversity and inclusion are strategic priorities for our sector and are core values we share.**

Signals alignment with organizational priorities and values, in support of the position stated earlier.

We acknowledge that an equitable, diverse and inclusive workforce facilitates effective problem-solving, creativity and innovation.

Expresses how EDI benefits, serves or helps the organization.

We are therefore committed to taking company-specific actions in support of the following objectives:

1. Strengthen equity, diversity and inclusion in all aspects of workplace culture, policies, procedures and practices.
2. Seek to identify, acknowledge and confront conscious and unconscious bias, as well as individual and systemic racism, sexism, ableism and discrimination.
3. Bolster efforts to increase representation of underrepresented groups including women, youth, Indigenous peoples, racialized persons, newcomers, persons with disabilities and members of LGBTQ2S+ ³ communities, **in the mining sector workforce, leadership, supply chain and boards of directors.**
4. Provide leadership and **share effective and proven tools, resources, practices and lessons learned.**
5. Enhance our reporting on objectives, actions and performance.

Communicates understanding of importance of organizational learning and sharing in learning across organizations to address complexity of issues.

This may be internal and external to help advance EDI within the organization, sector and society.

Together, **we aim for a Canadian mining workforce** that reflects the diversity of Canada and the communities where we operate, and a culture of belonging and inclusion where everyone is respected, valued and empowered to excel within the mining industry.

Clearly communicates what is envisioned in relation to the stated commitment and actions, that is, the direction or desired end. Frames efforts in terms of role beyond the organization itself.

² The Statement was subsequently integrated into the TSM Protocol for Equitable, Diverse and Inclusive Workplaces. Nevertheless, it provides a helpful example for this tipsheet.

³ Currently, MiHR uses acronym 2SLGBTQIA. To learn more, see our Gender Equity in Mining training program.





References

Academy to Innovate HR (AIHR). *9 Inspiring Diversity and Inclusion Statement Examples* <https://www.aihr.com/blog/dei-statement-examples/>

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Centre for Creative Leadership. (May 31, 2022). "Does Your Organization's Equity, Diversity, and Inclusion Statement Match Its Commitment?" <https://www.ccl.org/articles/leading-effectively-articles/does-your-organizations-equity-diversity-and-inclusion-statement-match-its-commitment/>

