Equity, Diversity and Inclusion (EDI) Toolkit Resource:
Guide to Putting EDI into Action

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MINING INDUSTRY
HUMAN RESOURCES COUNCIL

ADVANCING EQUITY, DIVERSITY, AND INCLUSION
INDICATOR 2

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Equity, Diversity and Inclusion (EDI) Toolkit Resource: Guide to Putting EDI into Action

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Guide to Putting EDI into Action

TSM Equitable, Diverse and Inclusive Workplaces Protocol[1] Relevance:

(Facility Criteria)   (Facility Criteria)

This guide helps organizations understand how to meet the requirements described in the TSM Equitable, Diverse and Inclusive Workplaces Protocol. Note that the advice in this guide is generally based on achieving Level A criteria of Indicator 2 of the Protocol. Advice on achieving other criteria levels (B, AA and AAA) is noted throughout where applicable.

Using this Guide

This guide supports mining facilities as they look to meet the standards of the TSM Equitable, Diverse and Inclusive Workplaces Protocol, providing advice and guidance with respect to effective processes that foster a workplace culture of equity, diversity and inclusion (EDI). It also provides advice on how to ensure that engagement occurs with relevant groups and individuals from procedure and process development through to evaluation. It complements corporate EDI strategy development and prompts facilities to take appropriate steps as they move from strategy to implementing actions.

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1   See: Towards Sustainable Mining: Equitable, Diverse and Inclusive Workplaces Protocol

TSM EDI Protocol, Indicator 2:
ADVANCING EQUITY, DIVERSITY AND INCLUSION
(Corporate Criteria)

LEVEL B CRITERIA

LEVEL B	CRITERIA 1

WORKPLACE CULTURE

A facility with some initiatives or processes in place to foster a workplace culture of equity, diversity and inclusion will want to take stock of its current efforts before building on its successes. Examples of EDI-related efforts that may already be underway include recognition of specific significant dates (e.g. National Day for Truth and Reconciliation, International Women's Day, Black History Month), employee resource groups, collection of worker diversity data through a survey, equitable compensation structures, or related training opportunities. Reviewing the initiatives already underway will help the facility identify gaps compared to the TSM Protocol Level A criteria and enable action plans to be developed accordingly (see criteria 4).

LEVEL B	CRITERIA 2

WORKPLACE COMMUNICATIONS

Communications that are accessible, inclusive and culturally appropriate clearly and consistently convey the importance of respect and belonging in the mining workplace. Consider the various elements to ensure workplace communications are accessible, inclusive and culturally appropriate, including: audience, level of responsibility and communication method.[2,3]

Create messaging that is accessible by ensuring that it is written in plain language, available in different formats and avoids bias. Reviewing messaging with various target audiences, including members of diverse communities, will help to ensure that communications are culturally appropriate.

LEVEL B	CRITERIA 3

IDENTITY VALIDATION

Validating the Indigenous identity and status of potential job candidates and business partners is important for maintaining respectful relationships with local communities and fulfilling related agreements. It also helps companies meet recruitment targets and collect accurate employee diversity data.

While mining companies set their own hiring criteria, many are subject to the terms and conditions set out in Impact Benefit Agreements (IBAs). Such agreements between companies and communities often include targets for hiring locally. Some also set targets for scholarships and training to be provided for people from specific communities, bands and/or Indigenous status. In these situations, mining companies use collaborative processes to verify candidate identity and address issues where identity is questioned.

Mining facilities can adopt an Indigenous identification validation process for job candidates, based on the conditions that were approved in agreement with the local communities. The review process may involve community members, as determined by the role they wish to play in the process.

See the *Guide to Community Identity and Collaboration* for more information.

LEVEL B	CRITERIA 4

ACTION PLAN

An action plan to meet the criteria of the TSM EDI Protocol, Indicator 2, Level A Criteria will provide a roadmap for fostering a workplace culture of EDI. Using the corporate EDI commitment and objectives as guides, mining facilities can develop a plan to meet Level A criteria. Comparing current efforts with those set out in the Level A criteria will help to identify any gaps and related actions necessary to meet Level A requirements.

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2   To learn more, take MiHR's Intercultural Awareness Training.
3   See related materials re Inclusive Language available at https://mihr.ca/inclusion-diversity/mining-edi-supports for more detailed advice.

TSM EDI Protocol, Indicator 2:
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(Corporate Criteria)

LEVEL A CRITERIA

LEVEL A	CRITERIA 1

PROCEDURES AND PROCESSES

Sustainable benefits can be achieved when EDI is consistently integrated into the full range of day-to-day business activities. A review of procedures and processes in all areas of the operation can help with identifying EDI gaps and opportunities. Whether developing new or revising existing procedures and processes with an EDI lens, engaging and consulting with a cross-section of people who can bring diverse perspectives and experiences to them is valuable[4] as is gathering input across various roles/responsibility areas.

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4   See the brochure on *Engaging Communities of Interest* for more detailed advice.

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ROLES AND RESPONSIBILITIES

To best ensure that EDI objectives are realized at the facility level, clarify roles, responsibilities and accountabilities for achieving the facility's EDI objectives. Confirm that supervisors, team leads and workers have a clear "line of sight" that connects their day-to-day activities and/or approaches to carrying out their responsibilities to EDI action plans.

Examples of how various functions or business departments can support EDI procedures and processes include:

- Health and Safety
  - Identify physical and psychological safety connections with EDI (e.g. appropriate safety gear/equipment, gender diverse and gender neutral washroom and change facilities, clear harassment reporting mechanisms)
- Procurement
  - Highlight the company's and the mining industry's commitment to EDI within facility procurement processes and materials such as in tender notices, in supplier agreements and on related website pages.
  - Review contracts for building facilities, equipment and supplies through an EDI lens.
- Public relations and communications
  - Create procedures to communicate EDI information in regular workplace and industry or public communications and channels.
  - Encourage any media contacts to adopt processes to increase the visibility of diverse talent in the industry, as spokespersons or technical experts.

Staff Development

Review existing training programs to ensure supervisors/coordinators/managers are equipped to lead diverse teams, communicate inclusively and support incident reporting and resolution processes.

LEVEL A / **CRITERIA 1B**

REVIEW OF PROCESSES

A facility-wide review of existing processes to identify biases or barriers to equity and inclusion will inform areas of focus for the EDI action plan. Key areas of talent management to consider are: recruitment, performance management, skills development, retention and advancement. Engaging a cross-section of people who bring diverse perspectives and experiences will help to ensure that biases and barriers are identified.[5] For example, a lack of training or advancement opportunities for a group of workers who are underrepresented may be addressed by providing manager training on unconscious bias or gender equity. Reviewing talent management processes with an EDI lens will uncover existing transparency and consistency issues and inform next steps.

Human Resources (HR) (or designate) can lead a review of procedures and processes regarding talent attraction, recruitment, accommodation, pay and benefit equity, skills development and advancement, as well as performance management, rewards, recognition and retention. Another area that HR can champion is the analysis of worker compensation and benefits packages for any patterns of inequities or biases. Tying the development and demonstration of EDI knowledge, skills or competencies to performance management is an important step in the evolution of EDI integration into roles and responsibilities.

LEVEL A / **CRITERIA 1C**

IDENTIFY PATTERNS

Further to the review of existing talent management processes, identifying patterns of inequities in worker compensation and benefits are important to both recruitment and retention. Conducting comparisons of compensation and benefits packages for workers without knowing their identities is one way to reveal any patterns of inequities. Comparisons that do include some identifying information, such as qualifications, responsibilities and job performance ratings can also help to identify patterns. Once flagged, any inequities can be addressed through new or revised talent management policies and processes, compensation and benefits programs. When done effectively, the exercise of identifying patterns often points to the nature of the problem as well as suggests possible approaches for addressing the inequities that have been identified.

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5   See the Guide to *Community Identity and Collaboration* available at https://mihr.ca/inclusion-diversity/mining-edi-supports for more information.

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LEVEL A / **CRITERIA 2**　　　**TRAINING**

The company's EDI priorities will influence opportunities for facility-level EDI knowledge and skill building. Each EDI training effort is based on raising awareness and communicating expectations related to baseline expectations for inclusive, equitable respectful workplaces that value diversity.

Incorporating training into EDI objectives and action plans will ensure that everyone is supported in advancing their EDI awareness and capacity. Education is a centrepiece of building – and sustaining – culture change efforts. Developing EDI competency contributes to a more agile learning culture, open to innovation and adaptation to address challenges. Specific types of EDI training that can serve as topic introductions or refreshers for facility employees include:

- Inter-cultural Awareness
- Indigenous Awareness
- Gender Equity in Mining
- Bias, Systemic Discrimination and Anti-Racism[6]

As well as, for example, training focused on disability awareness and accommodations, human rights and working as part of a diverse team.

6　　Each of these are available at MiHR.ca

TSM EDI Protocol, Indicator 2:
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(Corporate Criteria)

LEVEL AA CRITERIA

LEVEL AA	CRITERIA 1A

MITIGATE BIAS

Mining facilities can conduct many different types of reviews to identify and mitigate bias in operational processes and particularly, in recruitment, performance management, skills development opportunities, retention and advancement processes. A few ways to mitigate bias include:

• Talent attraction and recruitment processes
   ◦ Resume review processes that involve checks against reviewer bias, for example by using well-considered automated screening tools and conducting spot checks of results or engaging a multi-reviewer process.
   ◦ Outreach to diverse communities as well as organizations that serve underrepresented groups.

- Accessibility/Accommodations (physical and)
  - Providing job postings in clear, inclusive, gender-neutral language as well as in formats that accommodate persons with disabilities (whether physical or non-physical).
- Communicating the availability of accommodations for disabilities throughout the recruitment and onboarding process. Talent development and advancement
  - Providing training opportunities to all workers in a particular role.
  - Enabling hiring managers/coordinators to benefit from unconscious bias training to support them in their role.
- Compensation and benefits
  - Review of compensation and benefits packages against demographic data to identify potential patterns of bias.
  - Accounting for the needs of a diverse workforce when selecting benefits package options.

Each of these options focuses on accepting the inevitability of bias within key processes and taking steps to mitigate their potential while building staff awareness/capacity.

LEVEL AA / **CRITERIA 1B**

LOCAL DEMOGRAPHICS

Mining facilities are free to define 'local' as is relevant for their locations and nearby communities. However, many sites are subject to the terms set out in Impact and Benefit Agreements (IBAs). Such agreements between companies and communities often include objectives for hiring locally. In these situations, mining companies may need to verify candidate identity and address issues where identity is questioned. Consulting and collaborating with local communities are important measures for establishing positive relationships that support local employment. See the *Guide to Community Identity and Collaboration* for more information on engaging with local communities of interest.

LEVEL AA / **CRITERIA 1C**

DIVERSE REPRESENTATION

Facilities can promote diverse representation among their workforces consistent with regional or national demographics when workers are recruited from outside of local communities. Consulting with data sources (e.g., Statistics Canada, Labour Market Boards, MiHR) on regional or national demographics in the general labour force and in the mining sector in particular (e.g. MiHR), will help guide the identification of evidence-based objectives related to reflecting diversity within talent and candidate pools.

LEVEL AA — **CRITERIA 1D**

PATHWAYS

Establishing pathways to achieve diverse representation throughout the organization and across different employment fields helps to ensure that diverse communities enjoy the full benefit of the sector's prosperity and is a natural evolution of EDI efforts. Pathways are goal-oriented journeys that individuals or groups follow within an organization. They can include processes that reflect strategic diversity objectives. Some examples of pathways are:

- Individualized career path plans.
- Training and skills development plans and opportunities.
- Mentorship and coaching programs for diverse talent.
- Succession planning and objectives for key roles or types of roles at different levels.
- Incorporation of EDI skills and competencies into performance management frameworks.

LEVEL AA — **CRITERIA 1E**

ADDRESS PATTERNS

Once patterns of inequities in worker compensation and benefits have been identified, facilities can take steps to address the gaps. Making adjustments to compensation and benefits packages may involve policy changes or changes to agreements with contractors at the corporate level. Plans to address the patterns may be influenced by legislated obligations, existing agreements, reputational risks, recruitment needs and vary in timeframe as well will depend on resourcing cycles.

To prevent repetition of identified patterns of inequities, it is important to consider how the inequities became established. They may reflect hiring manager bias or a lack of understanding of the benefits needs of some workers, such as those from diverse groups. Consider conducting research on the needs of diverse workers (e.g., through focus groups, surveys, interviews, etc.) to understand the effectiveness of the revised compensation and benefits packages.

LEVEL AA — **CRITERIA 2**

SUPPLIERS AND SERVICE PROVIDERS

Mining facilities can promote their processes to advancing equity, diversity and inclusion with suppliers and service providers by:

- Creating and implementing a communications plan[7] for raising awareness of its EDI priorities, particularly as part of the procurement process.
- Notifying vendors and service providers of facility-level EDI action plans and any process changes, particularly as they relate to or impact the business relationship.
- Requesting vendors review and acknowledge the corporate EDI commitment.
- Offering EDI awareness and training opportunities for vendors.

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7   See the *Guide to Developing a Corporate EDI Strategy* available at https://mihr.ca/inclusion-diversity/mining-edi-supports for a discussion of communications objectives.

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LEVEL AAA CRITERIA

| LEVEL AAA | CRITERIA 1 |

EVALUATION OF EFFECTIVENESS

At the facility level, an evaluation of effectiveness of Level A and Level AA criteria will be conducted at least every three years. Regular evaluations will help to ensure that plans are on track, that processes are sufficient, that actions are meeting facility-level criteria and that any gaps can be addressed in a timely manner.

The Level A and Level AA criteria provide areas of focus for evaluation and any needed updates. If not already defined within the facility's EDI plans, a process and schedule for review can be established by the facility lead for the EDI plans (e.g., Human Resources, Occupational Health and Safety, Innovation, ESG, etc.).

The process for evaluation will address the key elements of:

- Identifying the group that will make any updates to the facility's EDI plans or processes.
- Defining an internal review schedule (e.g., twice yearly).
- Collecting and analyzing data that is relevant to the EDI plans.
- Identifying the group that will review relevant data and analysis.
- Consulting (i.e., surveys, focus groups, written feedback, etc.) with the review group to gather their input.
- Consideration by the update group of the input and feedback on the effectiveness of the facility's EDI plans or processes.
- Deciding on the updates needed.
- Making the updates to the facility's EDI plans or processes.

LEVEL AAA / CRITERIA 1A

DIVERSE PERSPECTIVES

Ongoing engagement of individuals and communities of interest, whether internal and/or external, in reviewing and updating the facility's EDI plans or processes will help to maintain the plans' relevance and usefulness.[8] Consult with a cross-section of individuals who bring diverse perspectives and experiences, including labour organizations and workers and communities of interest.[9] The reviews are used to address any needed implementation changes as needed. The stakeholders involved in the reviewing and in the updating of the facility's EDI plans or processes may take different forms:

- The review group may be the same as the team making the updates.
- The review group may be different from the team making the updates.
- The review group may be larger and more comprehensive than the team making the updates.

LEVEL AAA / CRITERIA 1B

COMMUNICATION OF RESULTS

Mining facilities share the results of EDI effectiveness evaluations with workers and report them publicly to demonstrate transparency and ongoing commitment to EDI values. Sharing evaluation results with workers and the public helps to keep them informed of progress toward meeting Level A and Level AA criteria and of management's ongoing commitment to EDI. Worker awareness also supports behavioural changes in the workplace and could help to realize EDI-related goals.[10]

Identify communication goals for workers and for the public, the types of information to be shared, messaging for each group and relevant outreach platforms. Information about the evaluation results can be communicated in a variety of accessible, culturally appropriate formats (e.g., through an intranet site, email blasts, town hall meetings, leaders' communications, newsletters, etc.) for broad coverage. In addition, messaging about the importance of EDI and its impacts on individuals, the organization and its communities of interest will help to improve understanding of EDI issues and of the facility's responses to them.

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8   See the *Guide to Community Identity and Collaboration* available at https://mihr.ca/inclusion-diversity/mining-edi-supports for more information.
9   See the *Guide to Community Identity and Collaboration* available at https://mihr.ca/inclusion-diversity/mining-edi-supports for more information.
10 See the postcard on *Fostering an EDI Workplace Culture* available at https://mihr.ca/inclusion-diversity/mining-edi-supports for more information.

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LEVEL AAA / CRITERIA 2

EDI TRAINING

The integration of EDI values into facility operations will be enabled by processes that ensure that workers and management participate in training or awareness programs related to equity, diversity and inclusion. Completion of such programs can be noted in performance evaluation reports and can form part of ongoing performance discussions. Tying the development and demonstration of EDI skill development or competencies to performance management is an important step in the evolution of EDI integration into roles and responsibilities.

Provide EDI training and awareness programs for all workers and management that support EDI competency development and facility-level plans and processes. Offering new training as well as refresher learning opportunities keeps EDI top-of-mind.

LEVEL AAA / CRITERIA 2

PROCUREMENT AND CONTRACTORS

Mining facilities can integrate the principles of EDI into procurement processes and contractor relationships in many ways. Taking a holistic approach to EDI, facilities can hold vendors and contractors accountable to the same values expressed in the facility-level EDI plans and processes. Some examples of how this can be done include:

- Setting EDI goals for the facility's procurement and supply chain processes, including assigning points as part of the process related to EDI.
- Requiring vendors and contractors to review and commit to supporting the EDI commitment statement.
- Informing vendors and contractors of any specific facility-level EDI plans and any process changes they will be involved in or expected to support.
- Requiring vendors and contractors completed EDI training or show proof of having completed such training.

Conclusion

This Guide to Putting EDI into Action shares advice and information on establishing and nurturing a culture of EDI in mining facilities. This guide also supports facilities as they look to meet the standards of the TSM Equitable, Diverse and Inclusive Workplaces Protocol. See the *Guide to Monitoring, Performance and Reporting* for recommendations on information gathering and reporting on efforts to cultivate equitable, diverse and inclusive workplaces.

Putting Equity, Diversity and Inclusion (EDI) into Action

Get Started

- Take stock of existing activities and processes that foster EDI within the workplace culture.
- Develop an action plan to take your facility's efforts to the next level.

Communicate

- Ensure communications are accessible, inclusive and culturally appropriate.
- Share information with local communities consistently and transparently to establish positive, mutually beneficial relationships.
- Notify vendors and suppliers of new procedures and processes.
- Report the results of evaluations of effectiveness to workers and the public.

Collaborate

- Collaborate with local/designated communities to develop an identity/status validation process that supports existing business and employment agreements.
- Engage a cross-section of people with diverse perspectives and experiences, internally and externally, to support action planning, effective implementation and meaningful evaluation.
- Cooperate across leadership portfolios to promote shared responsibility for EDI within the facility.

Plan for Action

- Align with corporate EDI commitment and strategy .
- Identify and implement procedures that foster a workplace culture of EDI, including assigning clear roles, responsibilities, accountabilities and resources.
- Review existing processes for bias and/or barriers to advancing EDI, including recruitment, retention, advancement, performance management and skill development and develop related procedures for mitigating their effect.
- Analyse worker compensation and benefits for inequities or bias and activate procedures for addressing related patterns.
- Establish processes to achieve a diverse workforce: locally with respect to economic, employment and training for local rightsholders and members of underrepresented groups; regionally/nationally representative in line with related recruitment efforts; and, internally with regard to organizational levels and fields of employment.

Train

- Raise awareness of EDI through training programs that are suitable for workers and management and that effectively communicate expectations.
- Develop EDI competencies to support continuous learning that relates to performance management and skill development.
- Develop training management processes to ensure staff participate in awareness programs.

Extend

- Broaden workplace culture of EDI by integrating related principles into procurement processes and contractor relationships.

Evaluate

- Conduct an evaluation of effectiveness on a regular basis, at least every three years, that engages diverse stakeholders.
- Check that action plans are on track, processes are sufficient and actions are meeting facility-level criteria.
- Revise action plans and enhance processes based on evaluation findings.