



Tenke Fungurume Mining

Human Rights Due Diligence

Summary Report

Prepared by Triple R Alliance
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Introduction

The following is a summary report by Triple R Alliance (TRA) on the Human Rights Due Diligence (HRDD) process that was commissioned by the CMOC Group Ltd. (CMOC) for the Tenke Fungurume Mine (TFM) in the Democratic Republic of Congo (DRC). This HRDD process was conducted between October 2022 and July 2023.

Overview of TFM

The Tenke Fungurume Mine (TFM) in the DRC specializes in exploration, mining, extraction, processing, and sales of copper and cobalt. TFM is considered to be one of the highest grade copper and cobalt mines globally with strong prospects for continued resource exploration and development.

TFM's mining concession is located to the east of Kolwezi in the Lualaba province of the DRC. The mining concession covers over 1,500 square kilometers. There are 10 active mining pits on the concession and numerous communities are also on TFM's large concession.

Due to influx from other parts of the DRC, the number of people on the TFM concession has grown exponentially over the years. TFM managers estimate that the population of Fungurume has grown from 40,000 to 200,000 and the population of Tenke has grown from 8,000 to 90,000 in the last decade. This includes approximately 10,000 artisanal and small-scale miners (ASM) who are mining illegally around the TFM concession and who conduct incursions into TFM's active mining and stockpile areas. TFM does not source its copper or cobalt from ASM and has strict product stewardship processes in place to ensure that illegal mining products do not enter its production or value chain.

Overview of the HRDD Process

The HRDD process included an assessment and prioritization of the human rights risks, impacts and salient issues of TFM in accordance with the UN Guiding Principles on Business and Human Rights (UNGPs). This revolved around two visits to the TFM site and communities with extensive and constructive engagement with key stakeholder groups:

- Internally, the engagement involved a series of workshops with senior management and the key departments who are relevant to human rights. Through these workshops, a consensus was developed about TFM's salient human rights issues—which are the areas with the greatest risk to the people affected by TFM's operations and value chain.
- In terms of affected stakeholders, the engagement involved a variety of interviews and focus group discussions with workers, community members, vulnerable groups, traditional leaders

and local authorities in order to understand their perceptions and concerns as part of the prioritization and validation of TFM’s salient human rights issues. TFM has created a series of locally elected company-community engagement platforms for resettlement and community development, as well as an independent mediation committee for community grievances, which have provided very important and nuanced information for the HRDD process.

- The HRDD process also included a dedicated workstream on the Voluntary Principles on Security and Human Rights (VPSHR). This facilitated engagement with TFM’s security stakeholders, including representatives of the DRC mine police and military, private security managers and guards, security managers from other mining companies, as well as the key civil society actors (DCAF and Justicia) who have been driving the creation of VPSHR Working Groups in Kolwezi and Lubumbashi.

Between these three streams of engagement, over 350 stakeholders participated in and provided feedback for the HRDD process.

The strong motivation, curiosity and collaboration of the TFM management team, and the visible leadership and active support of CMOC, have been key enablers of this HRDD process. From the outset, there has been strong buy-in from and resonance with TFM and CMOC that the HRDD process should be based on a philosophy of continuous improvement and should be very practical and operational so that different departments are empowered to manage their specific risks and contribute to a comprehensive process for TFM.

Furthermore, the HRDD process benefited from the cross-functional mobilization and collective ambition of the TFM team to work towards Copper Mark certification. The Copper Mark requirements provide a very robust framework for ongoing HRDD that should drive strong management attention to human rights and incorporate best practices for managing the more technical aspects of HRDD across of each of TFM’s salient human rights issues.

The HRDD process also benefited immensely from access to the previous Copper Mark risk readiness assessments conducted by other external experts as key sources of information and triangulation of our site-level observations and findings from our stakeholder engagement. These assessment show that TFM has strong management systems across the different Copper Mark topics—many of which provide strong building blocks for a comprehensive system of ongoing HRDD.

TFM is positioned to be a leader on human rights in the DRC copper-cobalt belt and should seize a leadership role to drive multistakeholder action on key issues in accordance with the company motto “to achieve the impossible”. There are several human rights priorities that would immediately benefit from multistakeholder initiatives between TFM, other mining companies who are committed to human rights, customers, civil society organizations and government.

TFM’s Salient Human Rights Issues

Drawing upon these different perspectives (company, community and security), the HRDD process sought to develop a consensus about TFM’s salient human rights issues. These are the priority areas that have been assessed as having the greatest likelihood and/or severity of adverse impacts on TFM’s affected stakeholders as presented on the following Human Rights Heat Map.

Severity of potential impact on people →	Safe and healthy working conditions				Interactions with ASM
					Security / VPSHR
		Information and consultation Freedom of association	Environment and human rights Land, <u>resettlement</u> and livelihoods Non-discrimination	Contractor and Suppliers’ Workers Rights	In-migration
		Grievance mechanisms Social investments			
	Social investments				
	Likelihood that impacts may occur →				

A brief description of TFM’s salient issues and the recommended strategy for ongoing HRDD and continuous improvement is presented below.

1. Artisanal and small-scale mining (ASM)

The issue of artisanal cobalt mining in DRC has been the focus of attention in recent years, including from a human rights perspective, due to its significance to the global supply chain of cobalt. While there is some variance in their estimates, recent studies state that somewhere between 15 and 30% of the cobalt supplied by the DRC comes from ASM. This makes artisanal cobalt mining in the DRC the second biggest source of cobalt in the world.

There are frequent interactions between ASM and industrial mines in the region due, in part, to ineffective processes for formalization of ASM activities in DRC. In this context, a large proportion of ASM activities take place on the concessions of industrial mines, which results in most ASM activities being illegal in nature or in a “grey zone” where it may be tolerated in some areas by industrial miners and/or encouraged by economic and political actors who profit from ASM.

Human rights concerns figure prominently in the studies about artisanal copper and cobalt mining in DRC. There has been ongoing attention to the hazardous working conditions in artisanal mines; health risks related to sustained exposure to cobalt; risks of fatal accidents underground; and children in artisanal cobalt mining—including hazardous work, physical abuse and financial exploitation. Moreover, international attention has been increasingly focused on interactions between ASM and security forces after an increase in violent confrontations at a number of mines (including TFM) since 2019.

Many of the studies about artisanal cobalt mining point out the failures of the DRC government to protect people from human rights abuses, including in terms of gaps in the regulation of the artisanal mining sector. Currently, there appears to be a convergence of views towards the need for formalization and professionalization of the artisanal cobalt supply chain both to support livelihoods, development and to address the root causes of many human rights issues affecting the DRC copper and cobalt industry.

TFM’s key human rights risks related to ASM include child labour, unsafe and unhealthy working conditions and interactions between ASM participants and security forces on the TFM concession. The potential impacts also include injuries to TFM workers and security guards, as well as the stress and fear it creates throughout the workforce and community. Furthermore, the potential for ASM activities on the TFM concession is a major driver for in-migration into the local community and broader region, which has significant negative impacts on local communities.

The interactions between TFM and ASM are due to the physical presence of ASM activities on its concession. TFM is not sourcing its copper or cobalt from ASM sources. Nonetheless, this physical presence creates a direct linkage from a human rights perspective.

The following actions are recommended for TFM to continue and enhance its ongoing HRDD in relation to its interactions with ASM:

- An ASM study has been completed and now a detailed ASM strategy is being developed. It is important that this strategy be developed in a consultative manner with all relevant

stakeholders. It should also take into account the creation of viable and responsible artisanal mining zones (ZEAs); control of “comptoirs” that encourage ASM; multistakeholder initiatives to improve safety, health and working conditions of ASM participants, with special attention to women and children; and, ongoing VPSHR implementation.

- Advocate to the government with other mining companies for the development of a regional development strategy that contributes to formalization of ASM, reduces incentives for in-migration by providing viable livelihood options outside of ASM, and enhances community health and safety, local employment and human rights protection.
- Continue to engage with organizations like UNICEF and Fair Cobalt Alliance on initiatives to address child labour in informal and illegal ASM.

2. Security and human rights (VPSHR)

Security and human rights are a salient issue for most mining companies when operating in higher risk jurisdictions due to a variety of risks to their employees, assets and communities.

There is widespread agreement between governments, companies and civil society actors that the Voluntary Principles on Security and Human Rights (VPSHR) are the appropriate framework for managing the human rights risks and impacts related to mining companies’ interactions with public and private security forces. The former owner of TFM, Freeport McMorRan, was an official member of the VPSHR network and therefore provided a strong foundation for VPSHR implementation at TFM.

Most importantly, the VPSHR provides an excellent opportunity for multistakeholder collaboration as a VPSHR Working Group has recently been created specifically for Kolwezi. Furthermore, the Government of DRC has recently become an official member of the VPSHR network, which should reinforce the possibilities of multistakeholder collaboration and engagement with public security forces to share best practices and to support ongoing training.

The main risks for TFM in relation to security and human rights come from interactions between illegal ASM and the private and public security forces that are protecting the TFM concession. It must also be recognized that the TFM workers and security are often threatened or injured by aggressive ASM. Community security concerns related to the rise in criminality due to in-migration, including with increasingly violent in-migrants from the Eastern DRC and from the Kasai. A detailed assessment of these risks was incorporated into the HRDD process through a VPSHR risk assessment.

TFM is directly linked to interactions between informal and illegal ASM and security forces by virtue that these interactions occur on its concession. TFM may also contribute to adverse impacts if it does not exercise sufficient control over and/or provide adequate training to the security forces that are acting on its behalf.

The following actions are recommended for TFM to continue and enhance its ongoing HRDD in relation to security and human rights:

- Continue to implement VPSHR at site through regular risk assessment and training initiatives with public security forces and private security guards.
- Continue to participate in VPSHR Working Group in Kolwezi and Lubumbashi to share best practices and jointly develop advanced training materials on VPSHR topics.
- Use the VPSHR as a strategic entry point for further dialogue with DRC Government and training for public security forces.

3. In-migration

The topic of influx and in-migration in the Kolwezi region was highlighted by many internal and external stakeholders as a current challenge that contributes to the interactions between informal and illegal ASM and industrial mining companies; that constrains local employment and dilutes social investments; and that creates a potential source of conflict between the local community members and in-migrants.

Globally, the concept of “project-induced in-migration” is a predictable social and economic phenomenon related to large industrial projects and that contributes to a variety of human rights risks and impacts—some of which are positive, but many of which are negative, especially for vulnerable groups. Poverty, food insecurity, climate change and conflict are some of the push factors for in-migration in and around TFM, and the economic opportunities associated with industrial mining activities and ASM and access to better infrastructure and social investments in mining communities are some of the pull factors.

The main risks for TFM in relation to in-migration include a rise in criminality, diseases, harassment and gender-based violence; impacts on water and sanitation; impacts on land and cultural sites; dilution and destruction of social investments and negative impacts related to increases in informal and illegal ASM activities and interactions with security forces on TFM concession.

The following actions are recommended for TFM to continue and enhance its ongoing HRDD in relation to in-migration:

- Continue to work with TFM stakeholder engagement platforms, traditional leaders, local government and NGOs to mitigate the negative impacts of in-migration, and consider developing a local working group and action plan dedicated to managing and mitigating in-migration.
- Advocate to the government with other mining companies for a regional development plan that contributes to formalization of ASM, reduces incentives for in-migration by providing viable livelihood options outside of ASM (including in the areas where the in-migrants come from), and enhances community health and safety, local employment and human rights protection.

- Consider conducting a dedicated in-migration study for TFM and/or contributing to a broader regional study in coordination with other industrial mining companies.

4. Contractors and suppliers' workers' rights

When considering workers' rights at TFM, there was considerable agreement amongst internal and external stakeholders that the most severe and likely impacts were related to TFM's contractors and suppliers. This is consistent with experience at other mining sites around the world and in DRC, as well as research about workers' rights at mining companies in the DRC copper-cobalt belt.

The focus of this salient issue relates to strengthening TFM's ongoing HRDD about contractors' and suppliers' workers' rights. Key areas for ongoing attention are related to health and safety, just and favourable working conditions (e.g. living wages) and access to grievance mechanisms.

TFM is directly linked to impacts on workers of suppliers by virtue of its direct business relationship and/or by being part of TFM's copper or cobalt value chain. In some circumstances, TFM could also contribute to impacts on contractors' or suppliers' workers (e.g. failure to pay contractors on time leads to late pay for workers).

The following actions are recommended for TFM to continue and enhance its ongoing HRDD in relation to contractors and suppliers' workers' rights:

- Continue to implement and refine the current processes for assessing potential ESG and human rights risks for contractors and suppliers. Consider developing additional tools or training to support engagement with the highest risk contractors. This could be developed in collaboration with other mining companies in the area as they likely have similar "high-risk" contractors.
- Continue to refine the processes for engagement, monitoring and training of contractors and build upon the approaches used for safety, health and environment (e.g. that is focused on continuous training, learning from incidents and root cause analysis). While disciplinary or punitive actions should be used for "repeat offenders," it is more strategic to work with contractors in a spirit of partnership, capacity-building and continuous improvement.
- Continue to promote the availability of TFM's grievance mechanism and human rights complaints boxes for contractors' worker grievance.

5. Safe and healthy working conditions

Safe and healthy working conditions is one of the core ILO workers' rights in the ILO Declaration on Fundamental Principles and Rights of Work. All managers and workers agreed that health and safety was a key priority for TFM and its contractors. TFM's health and safety programme is certified and audited under ISO 45001, which is an accepted industry standard.

There was also appreciation from workers about the improvements in TFM's approach to safety, and there was appreciation from TFM about the improvements in contractors' safety performance. HSE training (which now includes an introduction to workers' rights related to PPE and stop work) is provided upon induction and as an annual refresher. TFM managers emphasized the importance of training as the key factor for the improvements observed in contractors' performance.

TFM has a HSE Committee (which has 40 members from the TFM workforce and 4 members from management). The HSE Committee supports the promotion of health and safety (campaigns and slogans and worker e-mail group); participates in inspections and discussions with contractors; it provides input into the annual HSE report to the government; it provides recommendations to management for continuous improvement. This HSE Committee is a good example of a platform for management-worker cooperation on one of TFM's salient human rights issues.

Current areas of focus for health and safety include further attention to health aspects (refining health risk assessments and developing a medical testing matrix based on risk profiles of different jobs), camp conditions for contractors, and fatigue management (including transportation time for workers).

The following actions are recommended for TFM to continue and enhance its ongoing HRDD in relation to health and safety:

- Continue to implement, monitor and continuously improve the occupational health and safety system for the entire TFM workforce within the ISO 45001 framework.
- Build upon the approaches used for safety, health and environment to engage, monitor and train contractors on other workers' rights issues.
- Continue to support the role of the HSE Committee to involve workers and management in dialogue and activities about health, safety and other workers' rights issues.

6. Non-discrimination

The HRDD process prioritized the potential for discrimination against women. This prioritization considered the general context and concerns about protection and respect for women's rights in the DRC and the high incidence of discrimination, harassment and gender-based violence. While women's rights and gender equality are evolving in DRC, there are still cultural, social, religious, political and legal barriers to full equality. Furthermore, gender equality, non-discrimination and freedom from harassment are priority issues for the mining industry globally as many mining companies are actively trying to make their workplaces and sites safer and more inclusive.

Feedback was also received about perceived discrimination between Congolese and expat workers. This is a common issue at mines in Africa. In the DRC, the perceptions about discrimination often focus on differences in pay and benefits for expats, as well as linguistic challenges that can be seen as a lack of respect.

TFM would cause impacts of any discriminatory practices on its direct workforce, and could contribute or be linked to impacts related to contractors and suppliers.

The following actions are recommended for TFM to continue and enhance its ongoing HRDD in relation to non-discrimination:

- Continue to promote non-discrimination in hiring and initiatives to support women in the workplace through the implementation of the Gender Equality and Protection of Women policies.
- Continue to support social investments targeting education and technical training of local women and girls.
- Ensure that the personnel who are involved in TFM’s grievance mechanisms receive training on how to handle sensitive grievances related to discrimination and harassment.
- Continue to encourage language training and cross-cultural awareness and sensitivity.

7. Freedom of association

Freedom of association is one of the core ILO workers’ rights. When there is effective freedom of association, worker representation and collective bargaining, this tends to improve working conditions, and the protection and respect of other workers’ rights. Furthermore, union representatives often play an important role in enhancing the equitability and predictability of worker grievance mechanisms and disciplinary procedures. Unions also should contribute to ongoing dialogue and resolution of common workforce issues or concerns.

While there are many active unions in DRC, there are concerns about their capacity and effectiveness. This creates risks for companies that they can be seen as undermining freedom of association when dialogue breaks down. On the other hand, there may be opportunities for enhanced multistakeholder action with other mining companies focused on capacity-building for union representatives for the purpose of better partnerships and collaboration around workers’ rights protection in the region.

Key human rights risks for TFM include the potential for ineffective communication and representation by the 11 unions that are currently recognized and active at TFM. In addition, it is important to engage with contractors and suppliers to ensure that they provide union representation according to DRC legal requirements and effective structures for worker-management dialogue and collective bargaining.

TFM would be directly linked to the communication and representation shortcomings of the different unions, as well as the lack of union representation of contractors or suppliers.

The following actions are recommended for TFM to continue and enhance its ongoing HRDD in relation to freedom of association:

- Continue the ongoing dialogue with union representatives within the framework of the Collective Agreement, and support enhanced communications between the union representatives and their members.
- Continue efforts to socialize the Collective Agreement using the simplified booklet that was recently developed.
- Consider the possibility of joint capacity-building efforts for union representatives with other mining companies and other relevant actors.

8. Environment and human rights

Human rights related to the environment have traditionally been focused on the right to water and the right to health. In recent years, environmental and human rights advocacy, policies and regulations have converged, particularly in relation to the impacts of climate change. This convergence was formally consolidated by the UN's adoption of a stand-alone right to a clean, healthy and sustainable environment in 2021.

TFM and the copper-cobalt sector in the DRC can contribute to positive environmental and human rights outcomes at the global level by contributing to cleaner energy sources. However, TFM and other mining companies must also focus on their local environmental performance from a human rights perspective, including in terms of providing more access to environmental information, developing participatory monitoring platforms and strengthening the mitigation and management of cumulative impacts.

The main community concerns are about the potential environmental impacts on water and crops. While ongoing HRDD should be focused on these community concerns, other environmental issues are relevant to human rights, including air, dust and noise pollution; biodiversity; tailings management; closure planning and greenhouse gas emissions.

TFM would cause the impacts from its direct operations or if there are discharges from TFM's operations. There is the potential for cumulative impacts from ASM and other activities that take place on and around the TFM concession.

The following actions are recommended for TFM to continue and enhance its ongoing HRDD in relation to environment and human rights:

- Continue to focus on water and land issues as priorities from a community perspective and from a human rights perspective.
- Continue to implement a multi-layered environmental management and monitoring programme, and seek to enhance community participation in monitoring activities.
- Continue to enhance internal training and external communications on the environment with a view to simple messages for local stakeholders who are used to poor environmental and sanitation standards.

9. Land, resettlement and livelihoods

Land acquisition and resettlement activities by mining companies can have multiple impacts on human rights, which can be hard to remediate by cash compensation alone.

Generally, TFM will cause the impacts related to land acquisition, resettlement and livelihood restoration as this is undertaken for the benefit of the company's operations.

The following actions are recommended for TFM to continue and enhance its ongoing HRDD in relation to land, resettlement and livelihoods:

- Continue to conduct land acquisition, resettlement and livelihood restoration activities in line with international standards, notably in terms of providing replacement lands, housing and livelihood restoration supports.
- Continue to support the important role of the Resettlement Committees in planning, implementing and monitoring resettlement and livelihood activities.
- Consider periodic updates to TFM's compensation rates to take into account local inflation.
- Continue to support expert monitoring of resettlement and livelihood outcomes to determine when the impacts on PAPs have been sufficiently remediated.

10. Information and consultation

The right to information and consultation is a key human right that supports access to information for community members, enhances the transparency of extractive industry projects and reinforces the stakeholder engagement component of ongoing HRDD. Information and consultation are also a cross-cutting issue that is relevant to all TFM's salient human rights issues for community members—including environment, resettlement and social investments.

The key human rights risk for TFM is that community members do not have information or are not adequately consulted about TFM's operations and activities, including in terms of monitoring information.

TFM will cause impacts on information and consultation for the most part. Where other parties (notably government) have responsibilities to provide information to community members, TFM may contribute or be directly linked to impacts of poor information and consultation by other parties.

The following actions are recommended for TFM to continue and enhance its ongoing HRDD in relation to information and consultation:

- Ensure that there are sufficient human resources (CLOs) and support for the company-community engagement platforms to maintain and enhance information and consultation with community members on priority issues. Consider whether an

additional working group or engagement platform related to in-migration would be viable.

- Continue to enhance information and consultation on TFM’s salient human rights issues as part of the ongoing HRDD process—particularly in relation to environmental issues.
- Consult with key stakeholders and vulnerable groups before finalizing and implementing the Human Rights Action Plan.

11. Social investment risks

In the context of the DRC, there are such high expectations, needs and demands about mining company’s social investments that this issue needs to be proactively managed so that potential benefits from TFM do not become a source of conflict and adverse impact. The risk of frustration and conflict within communities is magnified by the lack of investment of government in community infrastructure, including for health and education, despite the significant taxes and royalties that the industrial mining companies are generating. Furthermore, influx in the region also is putting significant strains on mining companies’ local employment and social investment programs. In a sense, social investment becomes a magnet for more influx from region where there are no such investments.

TFM’s key human rights risks are that social investments could lead to conflict or unintended human rights consequences. For example, there is a real risk of conflict over allocation of social investments between or within communities, as well as between locals and in-migrants. Furthermore, social investments are likely encouraging more in-migration to the area, and there have been instances where in-migrants have deliberately destroyed investment projects such as ambulances, training centre and boreholes.

TFM could contribute to negative impacts if it does not manage expectations about its social investments or if they are implemented in a manner that is perceived as unfair between or within communities.

The following actions are recommended for TFM to continue and enhance its ongoing HRDD in relation to social investment risks:

- Continue to implement the Cahier des Charges in a participatory manner with the support of the Local Development Committees (CLDs) to manage community expectations and risks of unintended consequence or secondary impacts.
- Continue to coordinate and support local employment opportunities with its contractors through regular engagement with traditional leaders and community meetings.

12. Grievance mechanisms

Grievance mechanisms have been prioritized as a salient human rights issue given the importance of access to remedy as part of the overall framework for business and human rights, coupled with

concerns about the effectiveness of judicial and non-judicial mechanisms for workers and community members in the DRC.

Grievance mechanisms have also been prioritized because of the scope and scale of the human rights risks that TFM and other industrial mining companies in the DRC face. Furthermore, grievance mechanisms contribute to TFM's ongoing HRDD and access to remedy for all of TFM's other salient human rights issues.

TFM's key human rights risk is that stakeholders are not aware or are not confident to use the grievance mechanisms available.

TFM would cause impacts related to lack of access to remedy if it does not provide effective mechanisms for communities or its direct workforce; it would contribute or be directly linked if contractors or suppliers do not provide effective mechanisms for their workers.

The following actions are recommended for TFM to continue and enhance its ongoing HRDD in relation to grievance mechanisms:

- Continue to promote and enhance the effectiveness of grievance mechanisms for community members and workers with an emphasis on continuous improvement and providing remedy rather than disciplinary action.
- Continue to support direct access for contractor workers to the TFM worker grievance mechanism.
- Continue to support the Independent Mediation Committees to help resolve community grievances.

Positive Impacts of Social investment

Whereas social investment is sometimes seen as a voluntary initiative for companies, the DRC Mining Code provides obligations for mining companies to provide social investments through the *Cahier des Charges* and contribution of a revenue stream of 0.3% to the provincial government. The 0.3% contribution model was originated by TFM and adopted by the government officially by being included in the Mining Code. These are additional contributions beyond the general royalties and taxes that go to the central government. Given the number of industrial mining operations in the copper and cobalt belt, there are multiple companies that are currently in the early stages of implementing their *Cahier des Charges* and paying their revenue streams of 0.3% to the provincial government. This presents a tremendous opportunity for "partnerships for development" that contribute effectively to the Sustainable Development Goals.

TFM causes the positive impacts of its social investments and contributes to broader positive impacts when it implements social investments in partnership with other actors.

The following actions are recommended for TFM to continue and enhance its ongoing HRDD in relation to maximizing the positive impacts of its social investments:

- Continue to implement and monitor the projects in the Cahier des Charges with participation of the Local Development Committees and beneficiaries to maximize positive development and human rights outcomes. Ensure due attention to gender and vulnerable groups to enhance a rights-based approach.
- Advocate to the DRC government with other mining companies for the development of a regional development strategy that contributes to formalization of ASM, reduce incentives for in-migration by providing viable livelihood options outside of ASM, and enhance health and safety, local employment and human rights protection for local communities.
- Advocate for more coordination, transparency and accountability from the provincial government for the spending of the 0.3% royalty to support such a regional development strategy.
- Enlist customers and other donors to support the regional development strategy, particularly in creation and support of alternative livelihood programmes.

Governance and Management for ongoing HRDD

In terms of the tangible outcomes of the HRDD process, it should be highlighted that TFM has developed a Human Rights Action Plan framework to guide TFM's ongoing HRDD for each of its salient human rights issues in accordance with the UNGPs.

The Human Rights Action Plan framework is based on an integrated approach that incorporates TFM's management plans and systems for Human Resources, Environment, Health and Safety, Contracts & Procurement and Global Supply Chain to manage the key workers' rights risks, and for Community, Resettlement and Security to manage the key community members' human rights risks. TFM will conduct targeted engagements with the internal and external stakeholders who are implicated in the Human Rights Action Plan framework to build awareness and buy-in as it is finalized and implemented. The Human Rights Action Plan and the current list of salient human rights issues will be reviewed and updated on an annual basis.

The implementation of the Human Rights Action Plan will be the formal responsibility of TFM's Chief Partnership Officer. Implementation of the Human Rights Action Plan will be approached in a cross-functional manner, including by assigning clear responsibilities to key departments for the management of each salient issue and by using the quarterly ESG meetings (which brings together all of the relevant departments) for ongoing discussion of emerging issues and tracking progress. The governance and management of TFM's Human Rights Action Plan will also benefit from the involvement and oversight of CMOC's Vice-President in charge of ESG.