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# RMI Report 2022

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## Summary



Responsible  
Mining Foundation



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## About RMF

The [Responsible Mining Foundation](https://www.responsibleminingindex.org/) (RMF) is an independent research organisation that encourages continuous improvement in responsible extractive value chains, by developing tools and frameworks, sharing public interest research results and data, and enabling informed and constructive engagement between companies and other stakeholders. The Foundation supports the principle that responsible extractive value chains should benefit the economies, improve the lives of peoples and respect the environments of producing countries, while also benefiting companies in a fair and viable way. The Foundation's work and research reflect what society at large can reasonably expect from extractive sector companies on economic, environmental, social and governance matters. As an independent foundation, RMF does not accept funding or other contributions from the extractive industry.

## About the RMI Report 2022

The RMI Report 2022 is an evidence-based assessment of 40 large mining companies' policies and practices on economic, environmental, social and governance issues, with a separate assessment of 250 mine sites. This summary report provides some overall results and extracts from the RMI Report 2022.

The full results and individual company and mine-site reports are available at [www.responsibleminingindex.org](https://www.responsibleminingindex.org).

## Acknowledgements

The Responsible Mining Foundation would like to thank all those who provided comments and recommendations subsequent to the earlier RMI Reports including mining-affected community members, representatives of local community associations, people's movements, national and international NGOs, government bodies, industry associations, mining companies, multi-stakeholder initiatives, multilateral organisations, investors, academics, expert consultants and others.

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# Key findings

## Mine-site evidence conspicuously missing

The vast majority of the 250 assessed mine sites across 53 countries cannot demonstrate that they are informing and engaging with host communities and workers on basic risk factors such as environmental impacts, safety issues or grievances. Some 94% of the mine sites score an average of less than 20% on the fifteen basic ESG issues assessed (see Figure 1). At the same time, a few mine sites show better practices on some of these issues, proving 'it can be done'. It is at mine-site level that these issues matter most – for local stakeholders who risk exposure to harmful impacts, for investors who need to know about asset-level risks, for Board members and senior executives to know if risks are being well managed, and for companies seeking to show respect for their neighbours and host communities. All companies are encouraged to move beyond consolidated reporting and aggregate figures to meet stakeholders' needs for relevant information and meaningful engagement.

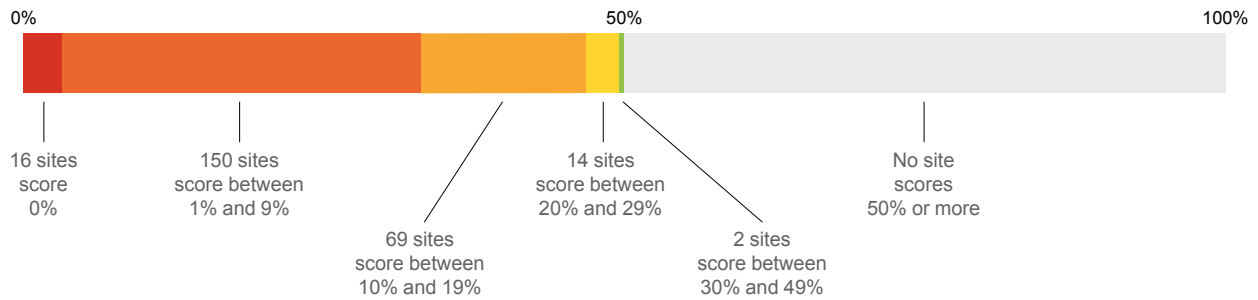
## Some improvement at corporate level

While the results on corporate policies and practices remain low on many issues, companies show an overall average improvement of 11% over the RMI 2020 results. Marked improvements have been achieved by some lower performing companies (see Figure 2) who are to be acknowledged for their efforts to strengthen their ESG practices and transparency. In addition, 37 of the 40 assessed companies show up among the best performers on at least one indicator, offering better practice models for their peers. These are encouraging signs of continued movement on ESG issues, of notable progress in setting basic measures in place, and of widespread good practice models across the different issues. There are now ample opportunities for industry-wide learning on ESG performance. All companies across the industry can use the learning tools embedded in the RMI 2022 digital report to further improve their responsible mining practices.

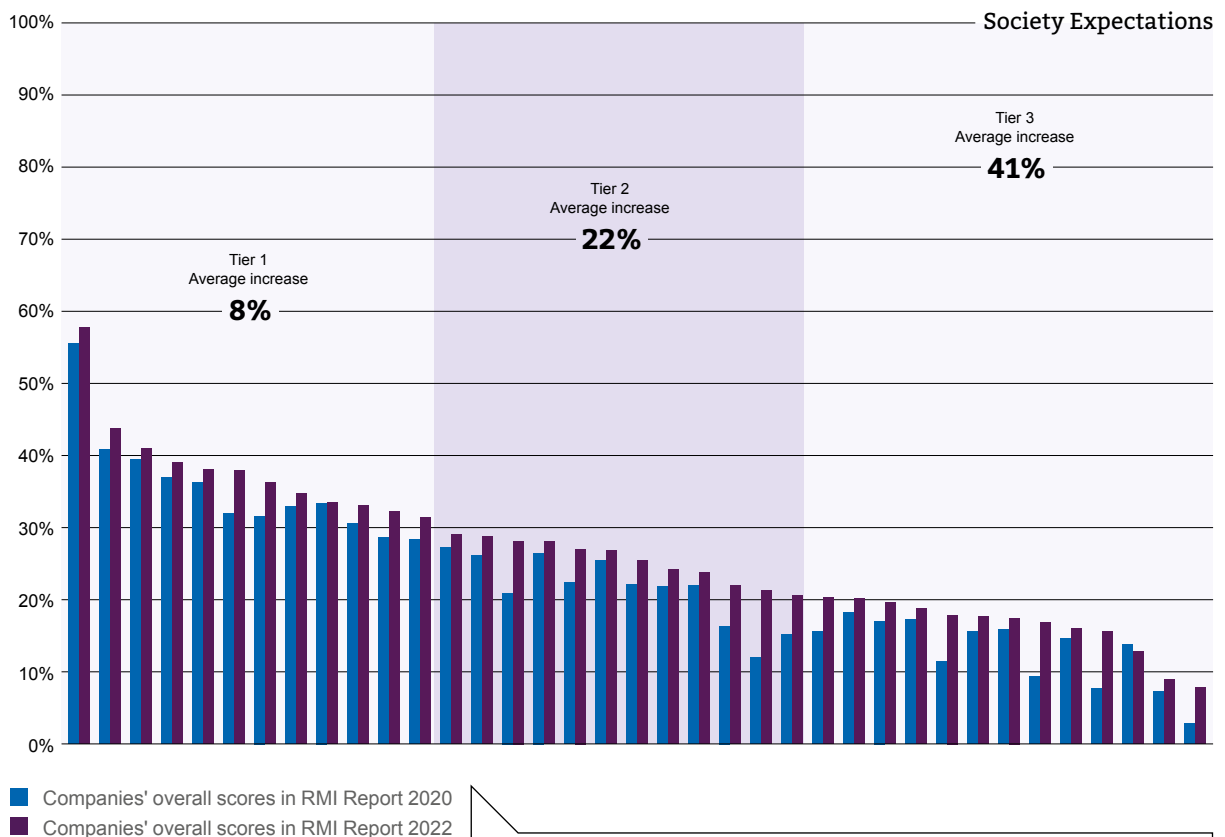
## Slowing momentum among leading companies

Most of the stronger performing companies show limited evidence of improvement in their responsible policies and practices at corporate level since 2020. The 8% average improvement among the first-tier performers contrasts with the 22% and 41% average improvements seen among companies in the second and third tiers, respectively (see Figure 2). The remaining gaps seen among the first-tier companies include a lack of corporate measures on a wide range of key issues. There is a risk of stalling of momentum among the leaders on ESG issues, even as the industry announces ambitious plans on technical issues, such as emissions reductions or efficiency gains. Applying the same level of effort and leadership to, for example, social performance issues or the management and disclosure of local environmental impacts, would do much to help the industry meet society expectations on these critical issues. Companies are encouraged to use the RMI framework and results as a guide to prioritise areas for improvement.

**Figure 1 Overall results of the mine site assessment**



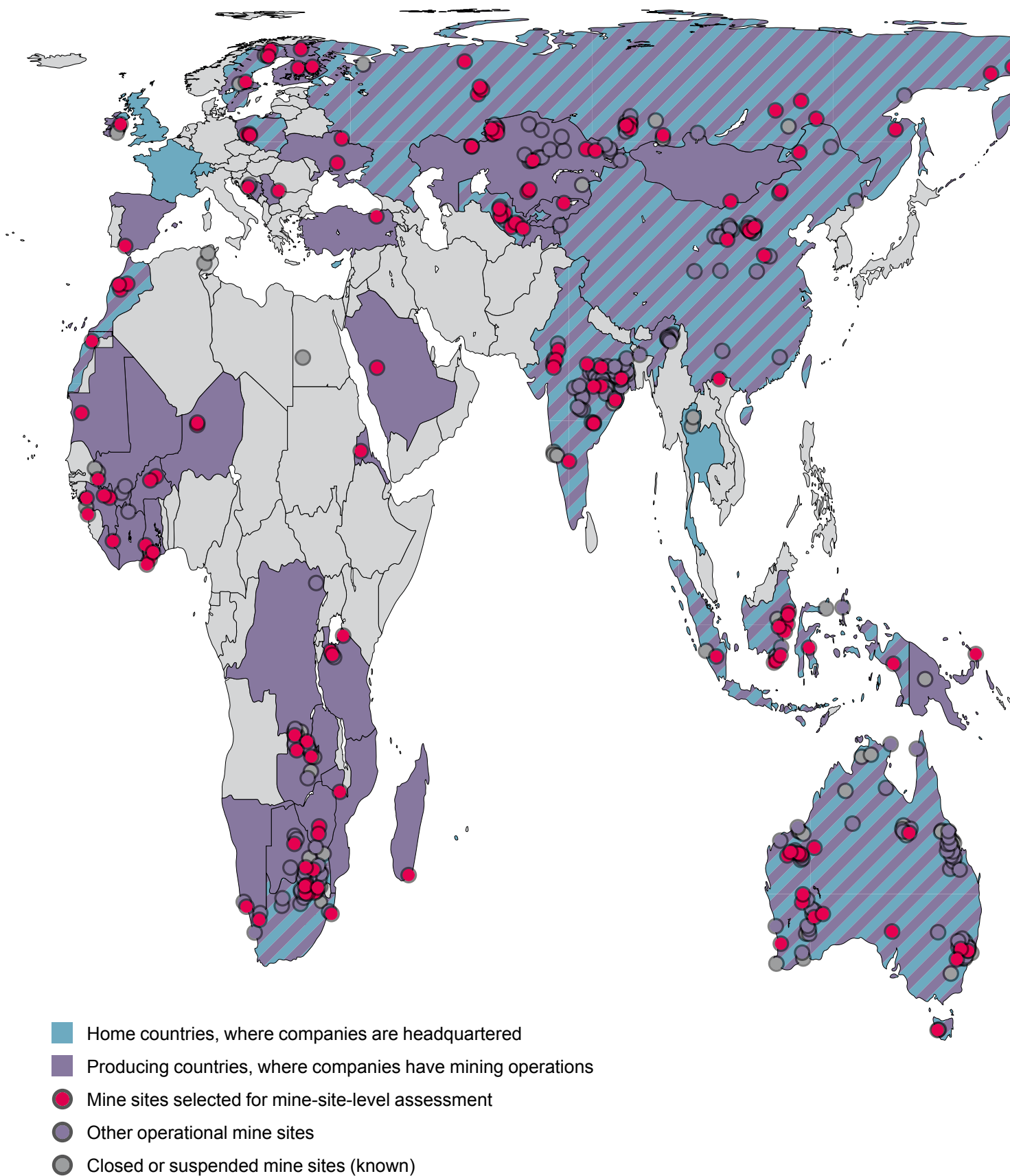
**Figure 2 Improvements in corporate results, 2020 to 2022**



#### HOW TO READ THIS

This graph shows the performances of the 37 companies that were assessed in both the RMI Reports 2020 and 2022. The companies are grouped into three tiers to highlight the differences in relative improvement levels from the first to third tiers.

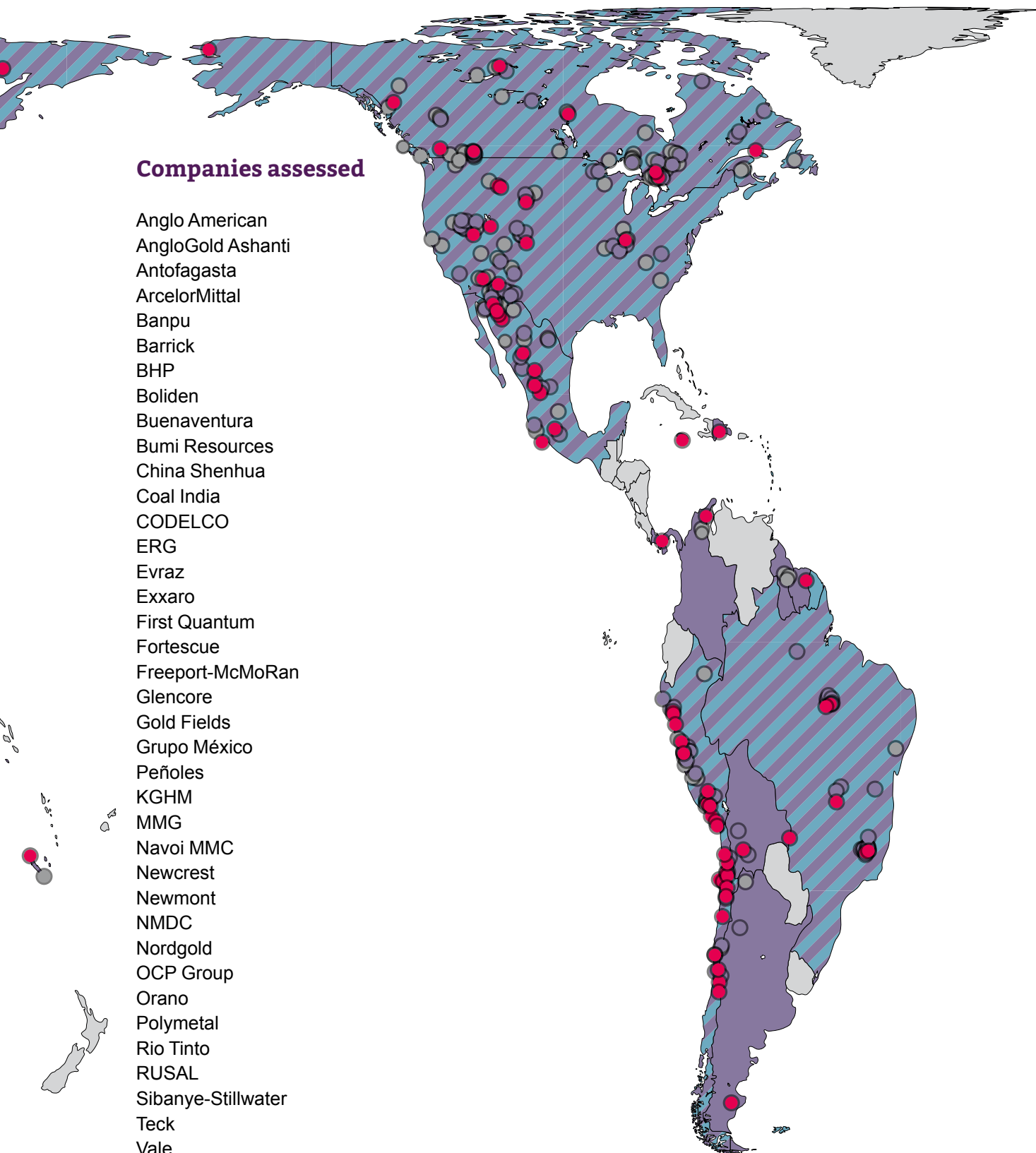
# Geographic and company scope





## Companies assessed

Anglo American  
 AngloGold Ashanti  
 Antofagasta  
 ArcelorMittal  
 Banpu  
 Barrick  
 BHP  
 Boliden  
 Buenaventura  
 Bumi Resources  
 China Shenhua  
 Coal India  
 CODELCO  
 ERG  
 Evraz  
 Exxaro  
 First Quantum  
 Fortescue  
 Freeport-McMoRan  
 Glencore  
 Gold Fields  
 Grupo México  
 Peñoles  
 KGHM  
 MMG  
 Navoi MMC  
 Newcrest  
 Newmont  
 NMDC  
 Nordgold  
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 Orano  
 Polymetal  
 Rio Tinto  
 RUSAL  
 Sibanye-Stillwater  
 Teck  
 Vale  
 Vedanta  
 Zijin

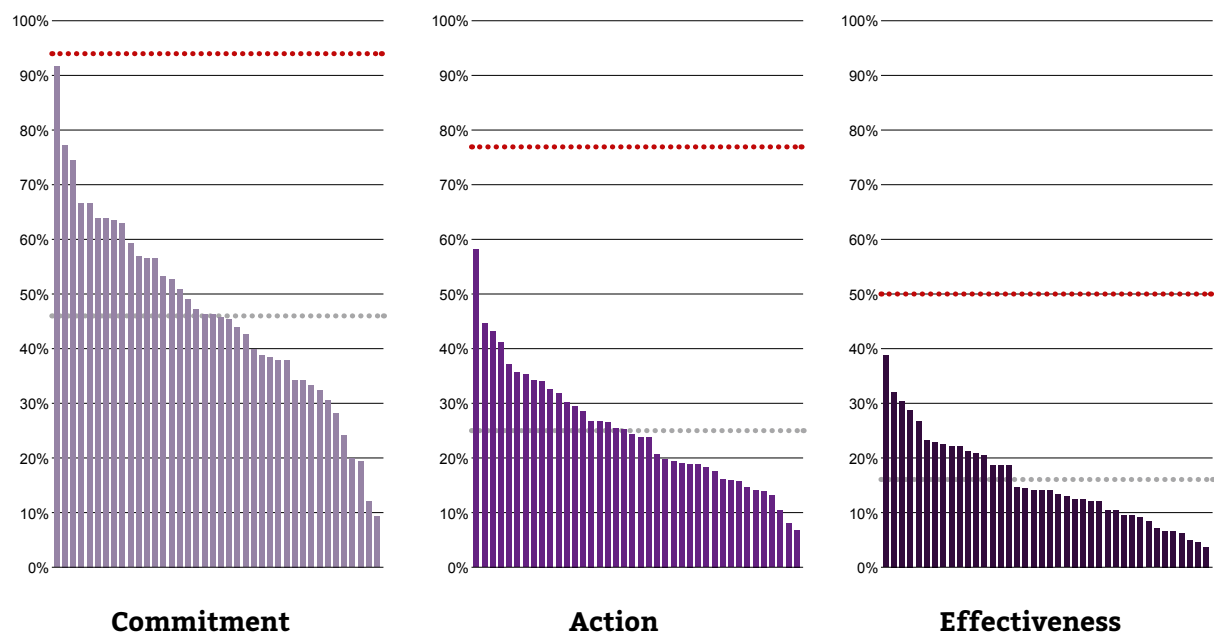


# Ten observations

## 1 Commitment-Effectiveness gap still large

The assessment findings have demonstrated that formal ESG commitments are becoming the norm. The Collective Best Score for commitment indicators, i.e., the sum of the best scores seen on all commitment indicators, stands at 94%. It is clearly within every company's reach to meet society expectations on ESG policy commitments (see Figure 3). In contrast, companies' results are much weaker on effectiveness indicators, which assess companies' efforts to track and improve their performance on particular ESG issues. As long as performance monitoring remains weak, companies will find it difficult to demonstrate that their commitments are making a difference to their management of ESG issues.

**Figure 3** Commitments largely in place, focus on effective actions less evident



Note: Each bar on the charts represents one company (total of 40 companies)

..... Collective Best Score

..... Average Score

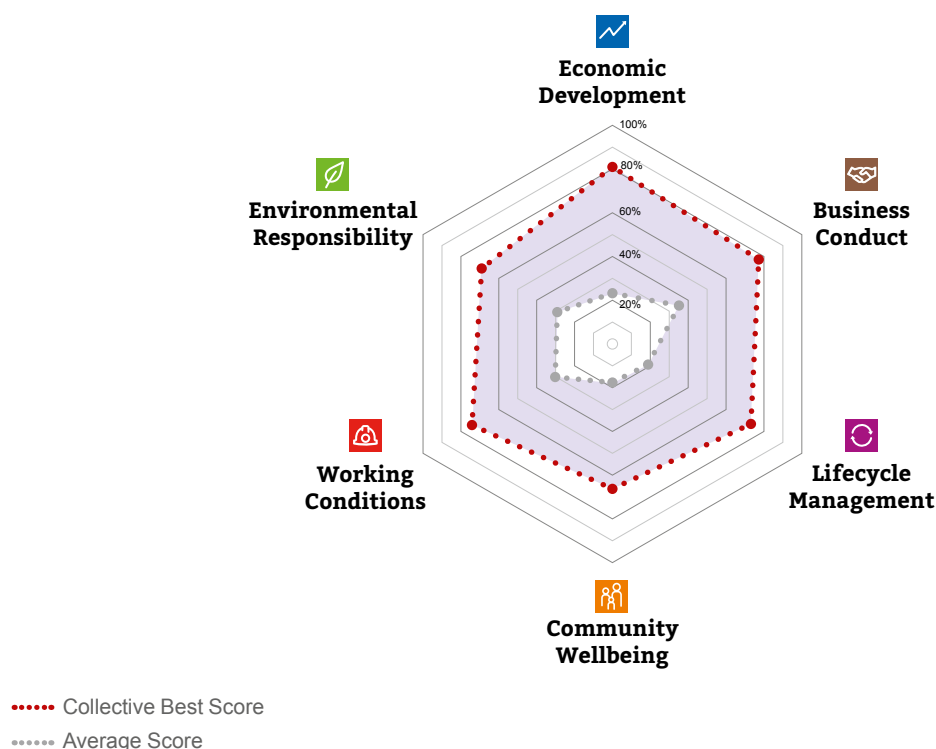
## 2 Corporate systems not evident at mine sites

There is little correlation between the existence of corporate systems on specific ESG issues and evidence of mine-site action on these same issues. For example, most companies show some level of corporate protocols for their operations to engage with other water users on water management and to engage with worker representatives on occupational health and safety. However only a minority of the 250 assessed mine sites show any evidence of having implemented these requirements. Without evidence that corporate systems are being implemented at mine-site level, the credibility of these systems will be limited.

## 3 Slow adoption of good practices

There is a wide gap between the overall average performance seen across the 40 companies and the much stronger performance that the companies are collectively proving possible, as evidenced by the Collective Best Score (see Figure 4). The Collective Best Score for a given thematic area is an aggregate measure of the best results seen among all the companies across all the indicators in that area. There is much scope for companies to improve their responsible policies and practices by adopting the good examples shown by their peers. This wide gap between average scores and Collective Best Scores has been a feature since the first RMI Report in 2018, showing that, overall, the uptake of existing good practices has been moving slowly.

**Figure 4** Wide gap between average performances and what companies are collectively proving possible



## 4 Some notable improvements

Encouragingly, nearly one-quarter of the companies have increased their scores by 30% or more over the last two years (see Table 1). Most of the strongest improvements seen have come from some of the lower-performing companies, which are beginning to catch up by putting in place policies and practices on a range of ESG issues, while increasing their transparency. This includes for example establishing formal commitments to respect human rights and prevent bribery and corruption, improving accountability for ESG performance, conducting due diligence on ESG supply chain risks, and publicly disclosing payments to governments and workplace safety incidents. Importantly, some of these companies have also stepped up their performance monitoring to track and review the effectiveness of some of their ESG measures.

**Table 1** Improvements in company performance

Companies*	Percentage improvement compared to performance in the RMI Report 2020	Companies*	Percentage improvement compared to performance in the RMI Report 2020
Navoi MMC	182%	ERG	10%
Nordgold	104%	First Quantum	10%
Zijin	79%	Freeport-McMoRan	10%
Grupo México	78%	Vedanta Resources	9%
Buenaventura	56%	CODELCO	8%
Peñoles	37%	ArcelorMittal	8%
Fortescue	35%	RUSAL	8%
Orano	35%	Newmont Mining	8%
Sibanye-Stillwater	30%	Gold Fields	7%
China Shenhua	24%	MMG	6%
Polymetal	21%	BHP	6%
Vale	19%	Teck	6%
Bumi Resources	16%	Rio Tinto	6%
Exxaro	15%	Newcrest	5%
Glencore	14%	Anglo American	5%
Coal India	14%	AngloGold Ashanti	4%
Antofagasta	13%	Barrick	0%
Banpu	12%	NMDC**	-6%
Evraz	11%		

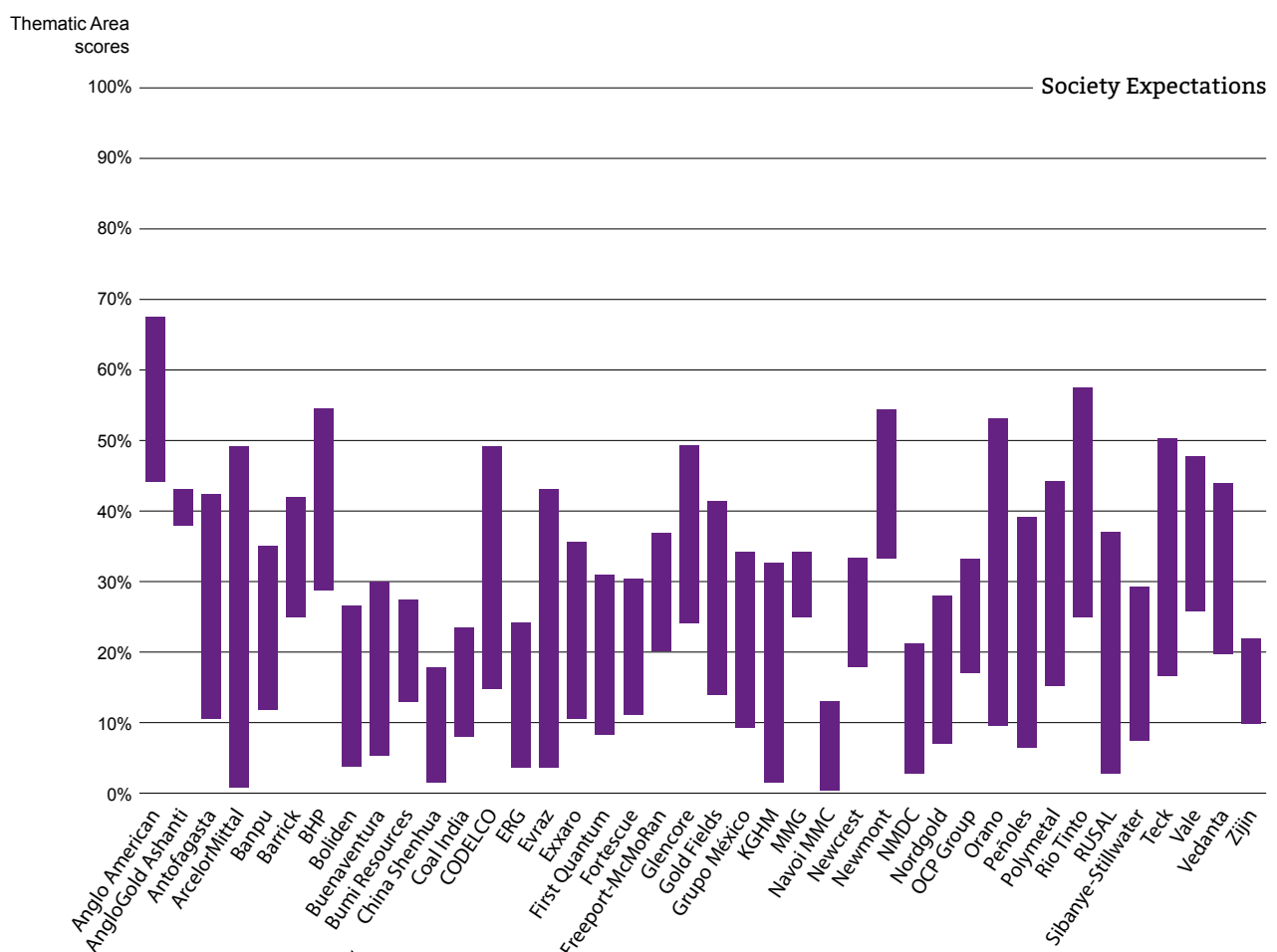
\* Boliden, KGHM and OCP Group are excluded as they were not included in the RMI Report 2020.

\*\* The decrease in NMDC's score is due to a lack of updated data related to tracking the implementation or effectiveness of several ESG measures.

## 5 Inconsistent efforts across different issues

Many companies show a wide range of performance levels across the different thematic areas, with their weakest scores often less than 50% of their strongest scores (see Figure 5). This generally high level of inconsistency suggests that many companies are selective in which types of ESG issues they choose to address.

**Figure 5** Most companies show widely varying performance levels across the different thematic areas



### HOW TO READ THIS

The length of each bar represents, for each company, the level of variation in its thematic area scores. The position of the top of the bar shows the company's best thematic area score and that of the bottom of the bar its worst thematic area score.

## 6 Targets key for performance tracking

As part of regular reviews of the RMI Report assessment process, additional requirements were included this time to a number of effectiveness indicators, in order to assess the extent to which companies track their performance against specific *targets*. These newly-added targets relate for example to tracking the implementation of progressive rehabilitation, the functioning of grievance mechanisms, and the management of noise and vibration levels. The evidence for these targets was extremely weak with practically no cases of companies setting targets on these issues, despite the fact that the mining industry is familiar with using targets for tracking other issues, such as greenhouse gas emissions or the gender balance of boards. Given the importance of targets for driving improvement and tracking progress, it is important that companies set specific targets for the full range of their ESG-related initiatives.

## 7 Good reporting requires detail and substance

Companies are making many more documents publicly available – some 6,550 documents were covered in the assessment (and scrutinised by analysts without the use of Artificial Intelligence) – this is an increase of over 70% on the number of public domain documents available for the RMI Report 2020. While this increase in transparency is to be welcomed, it is a poor indication of the substance of companies' ESG-related policies and practices. Indeed, there is very little correlation between increases in public reporting and increases in company results, suggesting the need for more substantive reporting on ESG issues. More meaningful reporting does not require greater volumes of documentation. For example, one spreadsheet of detailed, mine-site-disaggregated ESG data (as published by a few companies) can provide much more useful information than lengthy reports focused on individual case studies and company-wide statistics.

## 8 Well-established issues need attention

Some issues, which have been a core part of RMI Report assessments over the last six years, have consistently shown extremely weak results. These issues include for example:

- Disclosing financial surety arrangements for closure-related socio-economic liabilities;
- Disclosing financial assurance for disaster management and recovery;
- Tracking, and acting to improve, the quality of community-company relations;
- Assessing and addressing gender impacts in affected communities;
- Assessing and addressing mining-related impacts on health in affected communities; and
- Ensuring that workers' salaries meet or exceed living wage levels.

These issues are clearly not registering with companies as priority elements of their ESG strategies. While these issues are highly salient to the wellbeing of local mining-affected people, they are still rarely addressed by external requirements or reporting frameworks, and seemingly not noted as significant by ESG investors.

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## **9 Newer issues await leadership**

In order to align with evolving society expectations of mining companies, this assessment includes new indicators on for example preparedness for pandemics, assessing the implications for workers of the move to more automation, protecting the deep sea, and reducing waste through circular materials management. The results on these new indicators were surprisingly low, and reflect poorly on the industry's ability to keep pace with emerging expectations on these issues.

## **10 Positive influence of external requirements**

A small number of issues have shown quite widespread improvement in company practices over the last six years. Movement on these issues, which include for example, anti-bribery and corruption, human rights, responsible sourcing and disclosure of payments to governments, can be attributed at least in part to external drivers as the issues have become integrated into legislation, requirements and/or reporting frameworks. By contrast, there is a lack of evidence that voluntary measures such as non-binding expectations have an impact on company practices.

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# Recommendations

The main objective of the RMI Reports is to encourage continuous improvement in responsible mining with the aim that mining benefits the economies, improves the lives of peoples and respects the environments of producing countries, while also benefiting companies in a fair and viable way. In order to encourage continuous improvement industry-wide, the digital RMI Report includes a set of learning tools that can be used by any mining company to inform its ESG efforts (see [Annex](#) for an introduction to these learning tools).

In addition, the findings of the RMI assessments over the last six years have shown the key measures that companies can take to significantly improve their ability to meet society expectations. These measures are outlined here.

## **Properly resource Sustainability departments**

If company leadership is serious about ESG and Sustainability, these departments need to be provided with the finances, people, agency and respect required to ensure effective management of ESG issues. In addition, companies can bring Sustainability into the C-suite for stronger governance, accountability and signalling.

## **Assign high-level responsibility for ESG performance**

Companies can show their commitment to responsible practices by designating specific Board members and senior executives as responsible and accountable for the companies' ESG performance. Remuneration of senior managers can integrate ESG criteria, which are publicly disclosed.

## **Avoid harmful impacts**

Companies can avoid harmful impacts by ensuring that ESG risk management systems are implemented consistently across all operations and are addressing all salient risks relevant to specific contexts and jurisdictions. See full set of recommendations in the report on [Harmful Impacts of Mining](#).

## **Align with the SDGs**

Companies can apply SDG-supportive practices consistently across their operations, learning from the good practices of their peers and amplifying good examples from within their own portfolios. Companies can avoid the risk of perceived SDG-washing by proactively reporting data on any negative impacts and explanations of mitigation measures, in addition to sharing positive contributions and success stories. See full set of recommendations in report on [Mining and the SDGs](#).

## **Show, don't just tell**

Companies can publicly disclose full versions of their corporate commitments, management systems, guidelines, and reports of initiatives such as reviews or gap analyses on specific ESG issues, without risking release of sensitive information. Making these documents available, rather than just mentioning their existence, enables such corporate efforts to be recognised and allows other companies to learn from these models.



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## **Track mine site action**

By tracking the extent to which corporate systems (guidelines, requirements, management standards, etc.) are being implemented across all mine sites, companies can more readily identify any gaps to be addressed.

## **Normalise social impact assessments**

Companies can extend beyond the regulatory requirements for impact assessment to regularly check for any adverse impacts of their operations on, for example, the health of affected communities and the general wellbeing of both men and women in affected communities as well as specific stakeholder groups (such as youth, children, persons with disabilities). Knowing of any adverse impacts will enable companies to develop appropriate mitigation strategies.

## **Take systematic action on gender**

To meet society expectations on gender equality, companies can develop a strategic approach that covers mining-related issues especially pertinent to women both in the workplace and in affected communities.

## **Set targets and share progress**

Companies can show leadership and ensure more robust performance tracking by systematically setting targets for their management of each ESG issue. Publicly reporting their progress against these targets on a regular basis demonstrates an open and trustworthy approach towards ESG management.

## **Provide mine-site-disaggregated data**

Rather than aggregating ESG data from their operations to show only company-wide statistics in their public reporting, companies can more usefully provide the mine-site-specific data to meet the needs of stakeholders including affected communities, workers, investors and others interested in site-level risks and performances.

## **Follow open data principles**

To make their public reporting more meaningful and useful, companies can align their disclosures with the open data principles. This includes, for example, showing several years' data in the same document to enable comparisons over time, providing data as absolute numbers rather than relative rates, providing contextual information alongside the data (such as highlighting where and when pollutant levels exceeded regulatory limits), and making data as up-to-date as possible.

## **Use the RMI Framework**

Companies can make use of the [RMI Framework](#) as a guide for strengthening their ESG strategies. The Framework offers practical guidance on the responsible measures companies can take, and the kinds of evidence that companies can provide to demonstrate responsible practices.



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## Overall results

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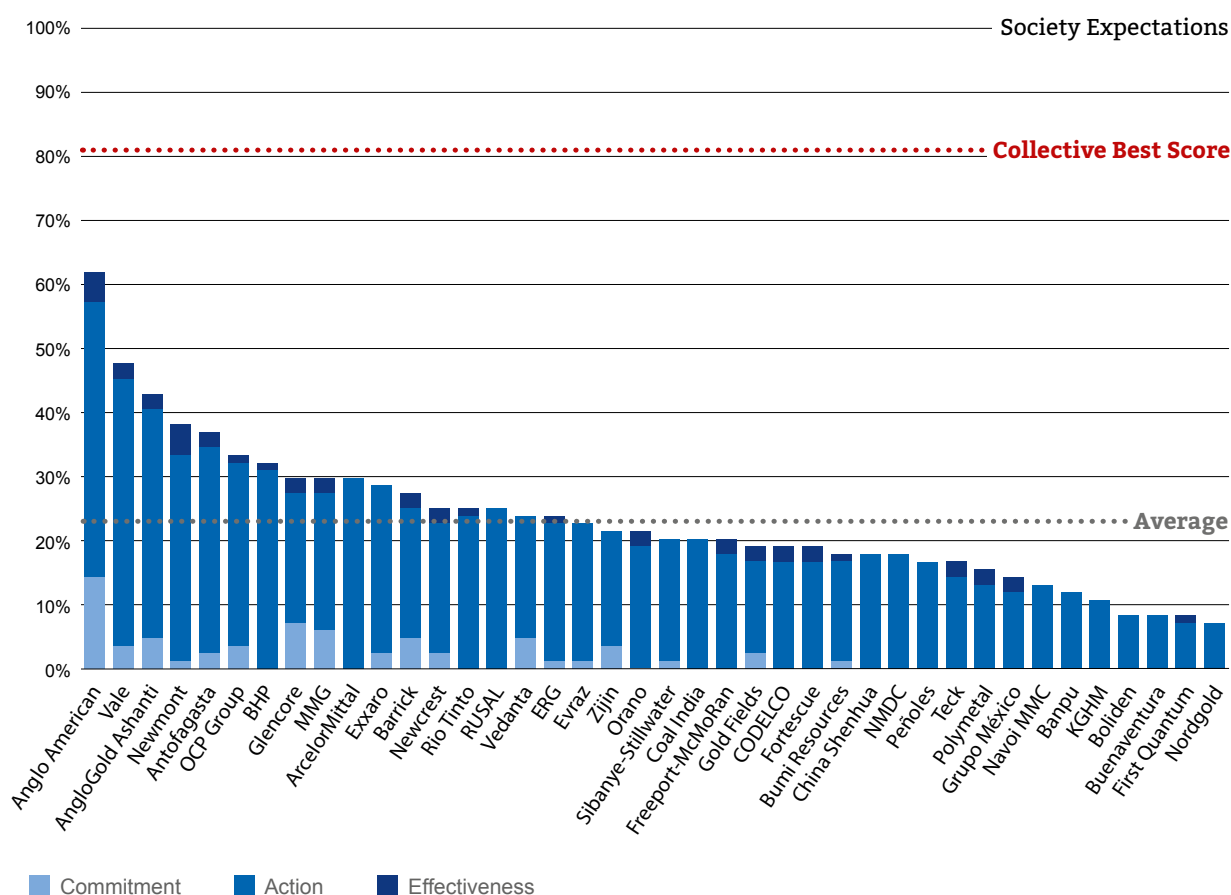
# Economic Development



Economic development indicators assess the extent to which companies are taking steps to ensure that their activities catalyse broad-based economic development in producing countries, beyond the immediate vicinity of their mining operations. By addressing issues such as skills development and procurement at the national level, companies are more likely to be able to leave a positive legacy in the countries where they operate – and help ensure a just transition in mining-dependent countries, in the context of climate change and the trend towards less labour-intensive mining.

The assessment results reveal that while many companies are addressing some aspects of these wider economic development issues, comprehensive action is still largely missing. This is reflected in the overall average of only 23%. However, collectively, the companies show that significant improvement is well within their reach. The Collective Best Score for this thematic area (i.e., the sum of the best scores seen across all indicators and across all companies) show that the companies could already achieve a score of 81% by adopting the good practices demonstrated by their peers.

## Economic Development results



## EXAMPLES OF DETAILED RESULTS

**Collaborative R&D**

For most of the indicators in this thematic area, a small number of companies demonstrate good practices, providing models for other companies. This is the case for example on the issue of collaborative R&D. One company, in this case Vale, performs well as it shows evidence of collaborating with producing country institutions on R&D for ESG issues in mining (see scoring spectrum below).

**Collaborative planning of socio-economic development**

There is very little evidence of companies considering national socio-economic development plans when making their investment decisions in the countries where they operate. However, a handful of companies do show efforts to collaborate with *sub-national* (e.g., district or provincial) governments on socio-economic development planning in producing countries (see score spectrum below). Most of the evidence is limited to country-specific cases rather than company-wide systems; no company can demonstrate that it systematically engages with sub-national governments on socio-economic development planning.



0 score Full score

## TRENDS

**Consideration of wider economic development issues still not the norm**

Overall, company performance in this thematic area has not changed much over the last three assessments (covering companies' public reporting in 2016-2021). The average score for Economic Development, 20% in the RMI Report 2018, stands at 23% in this current report. A focus on national-level economic development issues (as opposed to local-level economic benefits) is still the exception to the norm and there is practically no evidence of companies considering supra-national issues in their socio-economic development planning or their procurement practices. The results are somewhat stronger on efforts to build the national skills base and undertake collaborative R&D on mining-related ESG issues in producing countries.

## EXAMPLE OF LEADING PRACTICE

**Supporting national skills development**

In 2019 ERG supported the launch of an 'Atlas of New Professions', a tool developed by the International Labour Organization and the Russian Agency for Strategic Initiatives to identify and develop the most critical professions for the future. ERG undertook the first pilot study using the Atlas methodology, which led to a number of management actions including for example the decision to fund a new course at a local college to train operators of unmanned aerial vehicles. ERG has since rolled out the same approach to all its operations in Kazakhstan and plans to collaborate with the country's Ministry of Education and Science to adapt its recruitment and training practices and target its support to specialist educational institutions and qualifications.

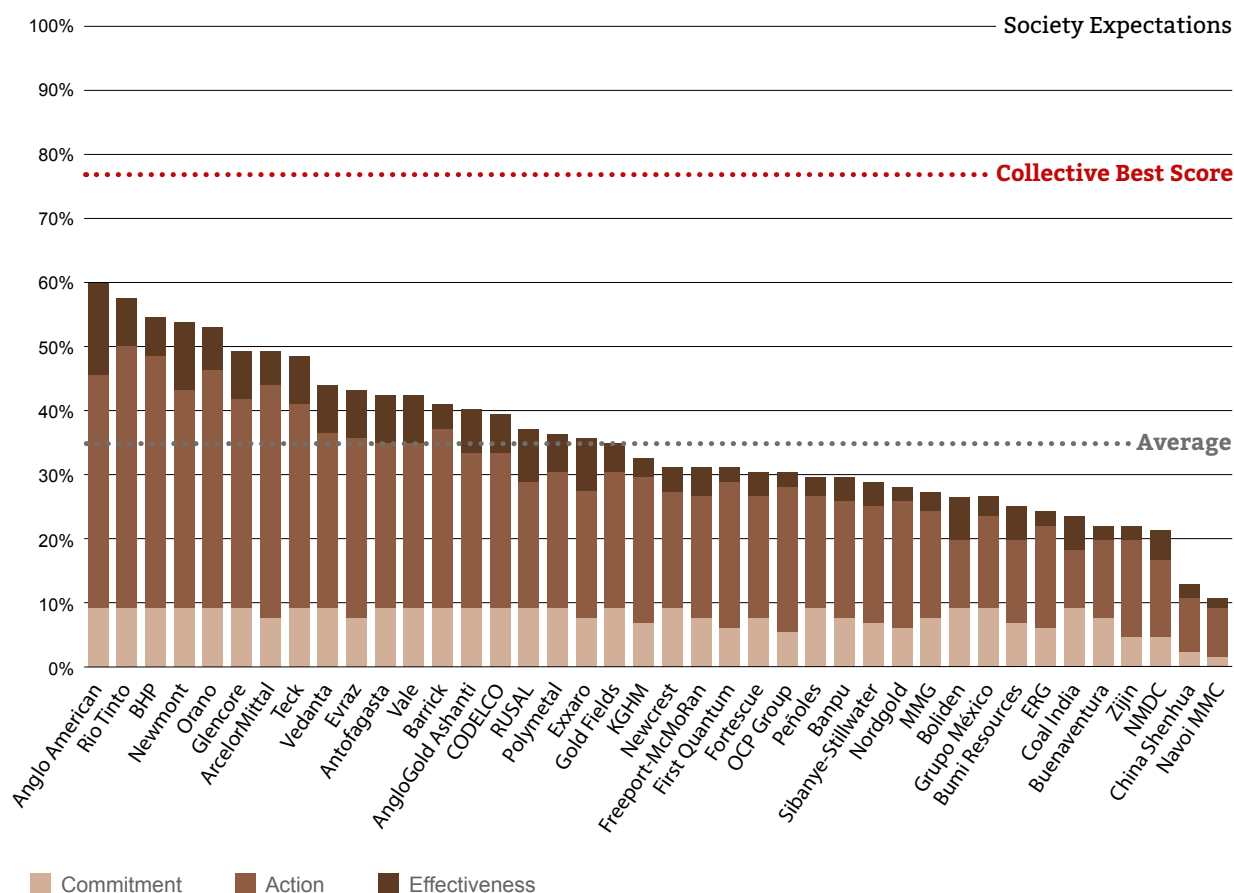
# Business Conduct



Business conduct indicators assess the extent to which companies have adopted ethical business practices to ensure good corporate governance and transparency. The basic measures, on issues such as bribery and corruption, accountability for ESG performance, and public disclosure of taxes and other payments, are fundamental to supporting good governance and the transparency of mineral revenues. This is an area where regulations and external requirements are playing an increasingly important role and it is in companies' interests to be able to demonstrate proactive and concerted action.

Company performance on these basic issues is relatively high, with an average of 35% for this thematic area (the highest among all thematic areas) and a Collective Best Score of 77%, indicating that a score of this level is possible if companies adopt the good practices demonstrated by their peers. The strongest results are seen for commitments to prevent bribery and corruption – the vast majority of companies have made formal public commitments on this issue. In contrast, the weakest results relate to contracts disclosure; transparency of contracts is still very much the exception to the norm.

## Business Conduct results



## EXAMPLES OF DETAILED RESULTS

**Responsible sourcing**

Given the various industry and international initiatives on responsible sourcing, it is not surprising to see that this is one of the issues on which company performance is relatively strong (see scoring spectrum below). Companies score on average 43% on evidence of systems to assess human rights, labour and environmental risks associated with their supply chains.

**Contracts disclosure**

For some years now, contract transparency has been widely regarded as key to responsible mineral governance and accountability. Yet it is only recently that requirements have been put in place to mandate public disclosure of mining contracts, by for example the EITI Standard that since 2021 requires implementing countries to disclose new or amended contracts. Company performances on this issue are currently very weak (see score spectrum below), with only a slight improvement seen over recent years. Two companies, Orano and Rio Tinto, stand out as they publish contracts and agreements for some of their operations, in dedicated documents on their company websites. Progress is expected on this issue, as other companies follow suit. ICMM companies, for example, have committed to publish, from 2021 onwards, all new or amended contracts.



0 score Full score

## TRENDS

**More companies are addressing these basic responsible business issues**

There has been considerable movement on some issues in this thematic area over the last three assessments (covering companies' public reporting in 2016-2021). For example, commitments to prohibit all forms of bribery and corruption have become much more common. In the RMI Report 2018 only eight companies showed evidence of having made a formal commitment on this issue with assigned responsibilities and resources to operationalise the commitment. In this year's assessment, some 21 companies have shown similar evidence. And disclosure of payments to governments is gradually becoming more widespread. In the RMI Report 2018, only eight companies publicly disclosed the payments made to national and sub-national governments, including project-disaggregated data. This year's assessment found 12 companies now making such disclosures.

## EXAMPLE OF LEADING PRACTICE

**Improving whistleblowing mechanism**

*Whistleblowing mechanism.* In 2020, following its review of the effectiveness of its whistleblowing mechanism, AngloGold Ashanti rolled out refresher training for investigators of allegations received through this mechanism. The training aimed to strengthen the whistleblowing investigations process and underline the need for investigators to conduct their work with the highest level of integrity.

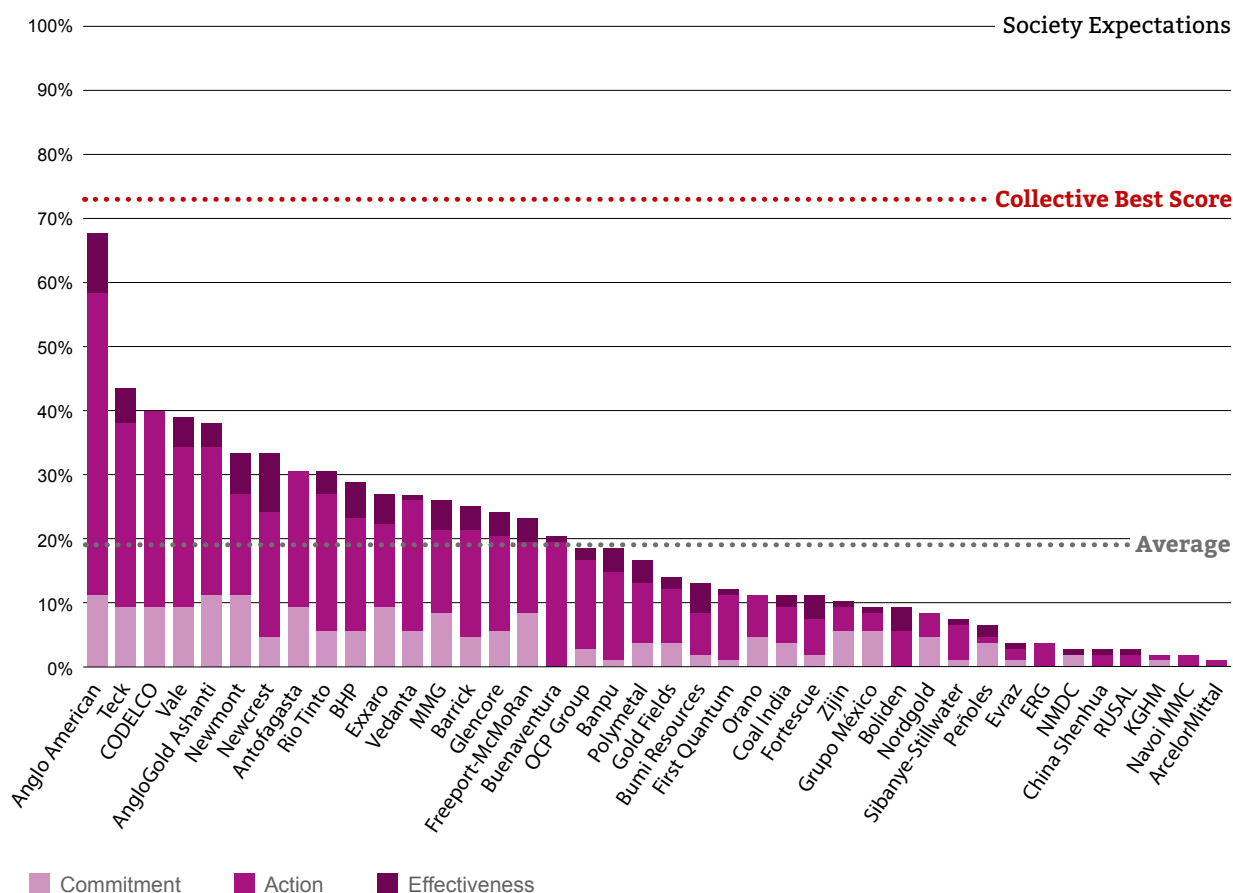
# Lifecycle Management



Lifecycle management indicators assess the extent to which companies are taking a life-of-mine perspective to their management of economic, environmental, social, and governance issues. Given that the lifespan of a mine can be decades long and the impacts of the mining activity can persist long after closure, it is critical for companies to adopt a lifecycle approach from the earliest stage possible to ensure good post-closure outcomes for local communities, workers and environments.

The assessment results indicate that this is still an emerging issue for many companies. The overall average result of 19% is one of the weakest among all thematic areas. Performance levels are very uneven, with one company, Anglo American, showing considerably stronger results than its peers. Collectively the companies have shown that significant improvement is within their reach, if they adopt the good practices demonstrated by their peers (as shown by the Collective Best Score of 73% – the sum of all best scores seen across all Lifecycle Management indicators).

## Lifecycle Management results





## EXAMPLES OF DETAILED RESULTS

**Planning for a just transition**

Uneven performance levels are evident on the issue of planning for a just transition following closure of a mining operation. While this is an issue that is getting increased attention, particularly in the context of the energy transition and coal mine closures, it is clearly not yet standard practice. Only one company can fully demonstrate that it has a system for developing post-closure transition management plans, in collaboration with other actors (see scoring spectrum below).

**Preparedness for pandemics**

The Covid-19 pandemic has brought a sharp focus on the capability of companies to help mitigate the worst impacts on workers and mining-affected communities. WHO has indicated for some time that the incidence of epidemics is increasing, and companies can be expected to have protocols in place to ensure a rapid response if and when needed. Nonetheless company performances on pandemic preparedness are very weak. Beyond evidence of specific measures taken to reduce the impact of Covid-19 in their workforce and within mining-affected communities, barely any companies could show they have established pre-existing systems to respond to pandemics or outbreaks of high-burden diseases relevant to their operations (see scoring spectrum below). One company, Rio Tinto, shows evidence of a management standard for addressing health impacts associated with outbreaks of vector-borne and infectious diseases, such as malaria, HIV/AIDS and tuberculosis.



0 score  Full score

## TRENDS

**Small pockets of progress on lifecycle management**

Public recognition of the need for a lifecycle approach has been gradually growing among mining companies. Average scores on formal commitments to adopt such an approach have increased by 33% since the RMI Report 2018. Beyond this commitment, there has been little sign of progress on most issues, such as tracking progressive rehabilitation or integrating ESG issues in decision-making related to mergers, acquisitions and disposals. Nonetheless slight improvements have been seen in post-closure planning that considers the impacts on affected communities. While performances are generally low, seven companies now score 75% or more on this issue (no companies achieved this score in the RMI Report 2018).

## EXAMPLE OF LEADING PRACTICE

**Social aspects of mine closure**

*Mine closure.* Buenaventura is one of a handful of companies to show evidence of a mine closure management standard that integrates social issues into the requirements in a detailed and specific manner. The 2020 standard (in the form of a detailed manual) requires operations to assess, at the earliest possible stage, the socio-economic impacts of closure on affected communities and to undertake a participatory process to plan for the mitigation of these impacts. As well as detailing the mitigation measures to consider (such as job retraining or entrepreneurship skills development), the standard requires targets to be set for social closure objectives to assist later tracking.

## LINK TO MINE-SITE ACTION

**Collaborative post-closure planning**

The mine site assessment, which covers 250 mine sites, found very little evidence of companies keeping affected communities informed of the closure timeframe and of involving affected communities in post-closure planning. Only two of the 250 mine sites could fully demonstrate action on these issues, despite the fact that eight of the 40 companies have formal management systems that require collaborative post-closure planning with affected communities.

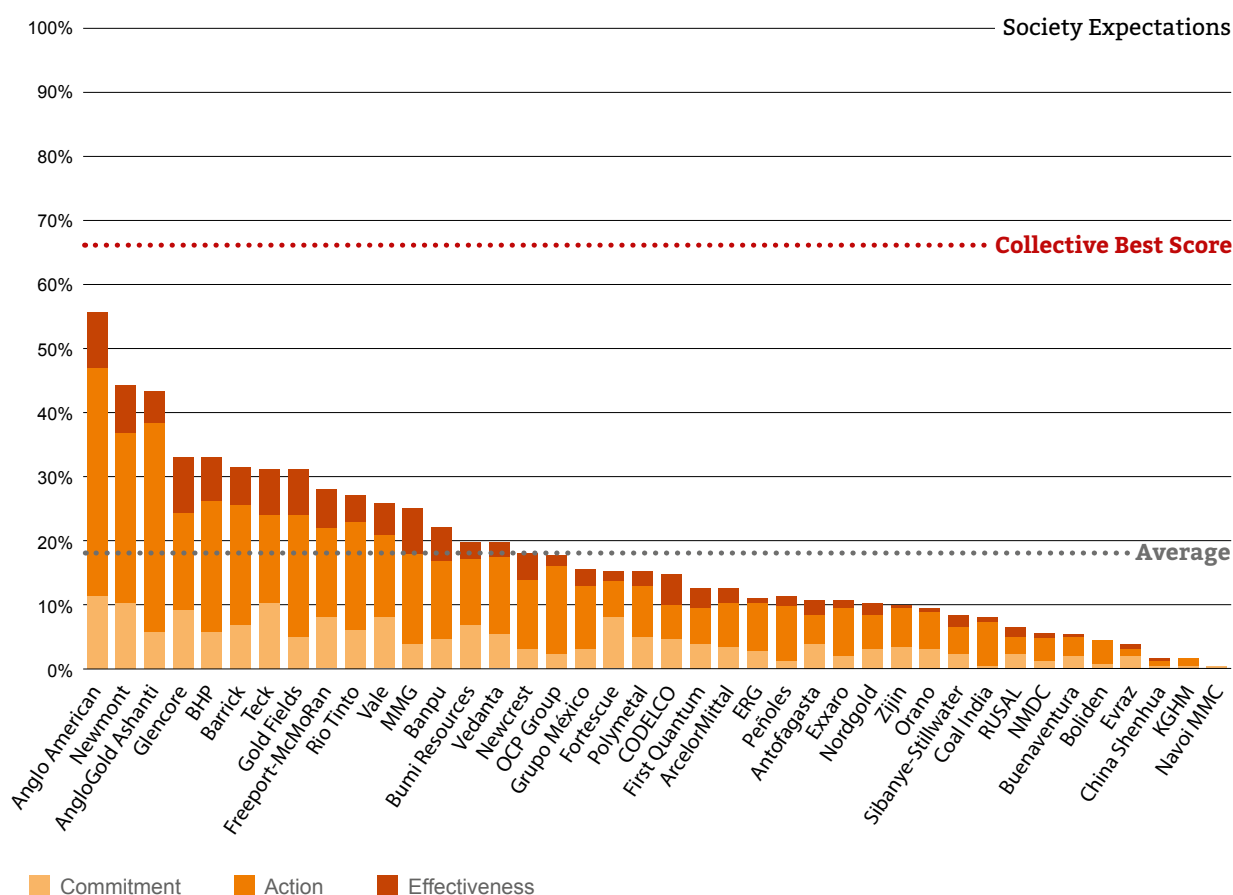
# Community Wellbeing



Community wellbeing indicators assess the extent to which companies are taking measures to show respect for mining-affected communities and other groups. The issues covered include for example human rights, stakeholder engagement, local economic benefits, and risk assessment. The social performance of companies is of critical importance to the prevention of harmful impacts and to the maintenance of a stable context for mining activities.

Community wellbeing shows the lowest overall average of all thematic areas, at only 18%. This may seem surprising given the level of community development activities that companies typically undertake. However, many of these activities can be best categorised as philanthropic-type initiatives, whereas the assessment here focuses on the extent to which companies are systematically addressing socio-economic impacts, both positive and negative. Nonetheless, collectively the companies have demonstrated that significant improvement in this thematic area is well within their reach. The best scores seen across all indicators show that the companies could already achieve a score of 66% by adopting the good practices demonstrated by their peers (as shown by the Collective Best Score on the chart – the sum of all best scores seen across all Community Wellbeing indicators).

## Community Wellbeing results



## EXAMPLES OF DETAILED RESULTS

**Impacts of resettlement**

One issue for which there is relatively widespread evidence is the management of impacts related to involuntary displacement. Most companies show some degree of measures to assess and address the impacts of such displacement in collaboration with those affected (see scoring spectrum below).

**Community health**

Mining activities can impact community health in various ways, such as through exposure to noise from blasting or contaminants in air, water or soil. While corporate reporting on community health tends to focus on the positive support provided to the health sector in producing countries, the assessment results show a generalised lack of attention to potential impacts on local communities' health. Only a small minority of the assessed companies can demonstrate they are assessing their impacts on community health and developing plans to address these impacts (see scoring spectrum below). And no company provides evidence of tracking the implementation of plans to address these impacts.



0 score      Full score

## TRENDS

**Some improvements, but community wellbeing still weakest area**

This year again, community wellbeing is the thematic area with the weakest performances overall. Nonetheless, progress has been noted on several issues. Human rights due diligence, for example, is becoming a more widespread practice – company performances have improved from a 22% average in the RMI Report 2018 to a 28% average in this current report. And companies are increasingly showing evidence of having protocols in place to assess and address the potential impacts of any resettlement – average results have increased from 27% in the RMI Report 2018 to 38% in this current report.

## EXAMPLE OF LEADING PRACTICE

**Supporting women farmers**

*Supporting women farmers.* OCP Group runs support activities for women farmers in Morocco, providing technical support and training for individual farmers as well as professional women working in agricultural cooperatives. Capacity building covers technical, business, and soft skills development. These agricultural support activities are part of the company's broader community development programme, Act4Community, under which each employee can dedicate four paid weeks per year to volunteering for community-based entrepreneurship and sociocultural initiatives.

## LINK TO MINE-SITE ACTION

**Local procurement**

Local procurement is one of the key ways in which companies can generate economic benefit for mining-affected communities and regions. Most companies demonstrate some level of effort to develop local procurement opportunities, and a few formal management systems on local procurement are in evidence. However, for 70% of the 250 mine sites, no public domain data was found on their local procurement spend. Only a few companies provide mine-site-level data on local procurement covering all their operations.

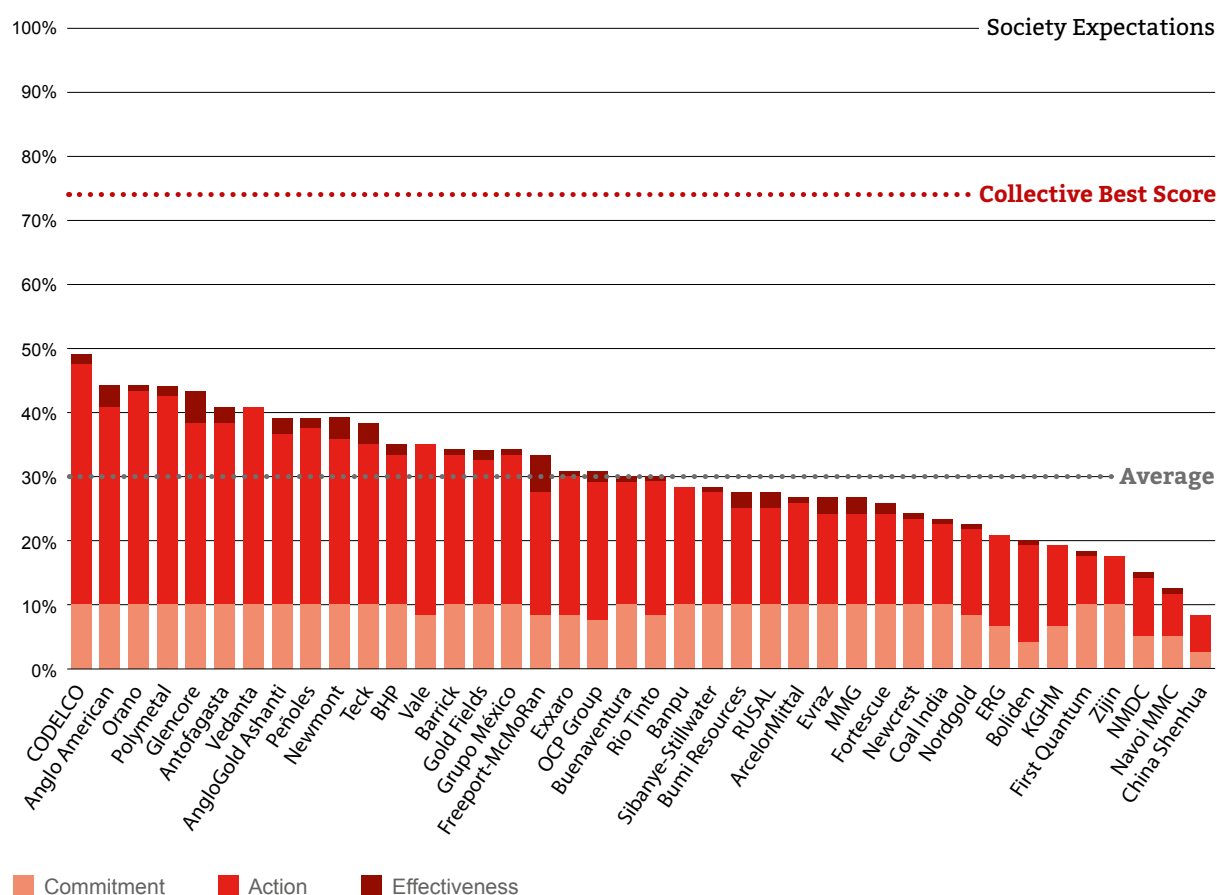
# Working Conditions



Working conditions indicators assess the extent to which companies are ensuring a safe and healthy workplace, respect for workers' rights, and the elimination of unfair or abusive labour practices. Many of the issues assessed are embedded in international labour standards, as set out in ILO Conventions, and have been long recognised as essential elements of responsible mining.

The assessment results show that while the overall average performance is only 30%, the companies could already achieve a score of 74% by adopting the good practices demonstrated by their peers (as shown by the Collective Best Score on the chart – the sum of all best scores seen across all Working Conditions indicators). The strongest performance relates to the formal commitments, made by the vast majority of companies, to provide safe and healthy working conditions. Safety is obviously a major challenge for mining companies, as underscored by the 507 worker deaths reported by these 40 companies in the two most recent reporting years, 2019 and 2021 (this figure includes the 242 workers who died in the Brumadinho tailings dam failure in Brazil in January 2019). On other issues, such as the prevention of discriminatory practices or the use of child labour and forced labour, company performances are very mixed with one or two companies providing good practice models for their peers.

## Working Conditions results



## EXAMPLES OF DETAILED RESULTS

**Child labour and forced labour**

Most companies can show that they assess the risk of child labour and forced labour in their operations or supply chains, and develop plans to address this risk. However only a handful of companies can demonstrate that they are tracking the implementation of these plans, information that is important not only for accountability but also for the companies' continuous improvement efforts. Here legislation is having an impact as those companies subject to Modern Slavery regulations tend to perform better than their peers. The overall results on this issue are quite mixed, because of this widespread lack of implementation tracking (see scoring spectrum below).

**Living wage**

While mining salaries may often be assumed to be relatively high compared to local wages in many producing countries, it is important for companies to verify that all their workers are being paid a decent wage. The assessment shows that this is rarely done. No company can fully demonstrate that it is tracking, disclosing and reviewing worker wages against living wage standards, although slight movement has been seen over the last few years. A couple of companies are now showing some evidence of having conducted living wage assessments.



0 score  Full score

## TRENDS

**Improvements on some aspects of working conditions**

Beyond continued progress on the number of companies with formal and operational commitments to provide safe and healthy working conditions, there has been little movement on most of the issues covered in this thematic area. The two main exceptions are: (1) public reporting of fatalities, serious injuries and incidents, an issue on which company performances have improved by 25% over the last two years; and (2) measures to ensure non-discriminatory recruitment and employment practices – company performances on this issue have improved by nearly 90% over the last two years, although the average result across all companies is still under 30%.

## EXAMPLE OF LEADING PRACTICE

**Supporting diversity in recruitment**

In 2020 Newmont analysed the outcomes and impacts of a 15-month trial of specific interventions to improve diversity through its recruitment process. The trial tested whether approaches such as blind resumes, more inclusive language in job advertisements, ensuring diverse hiring pools and diverse interview panels, could counter unconscious biases within the recruitment process. The findings were positive, and Newmont has begun implementing them across the business.

## LINK TO MINE-SITE ACTION

**Reporting of worker fatalities**

The public reporting of fatalities and serious injuries and incidents is becoming the norm, with companies scoring on average 65% on this issue. However, in most cases safety data is limited to aggregated, company-wide statistics with little or no information on the locations of these harmful impacts. This is underlined by the mine-site assessment results which show that information on employee fatalities is not available for over 60% of the 250 mine sites. Mine-site data on contract worker fatalities is even less common, although statistics show that contract workers are generally exposed to greater safety risks than employees. Tellingly, one company noted that nearly 90% of the injuries and fatalities within its workforce concerned contract workers.

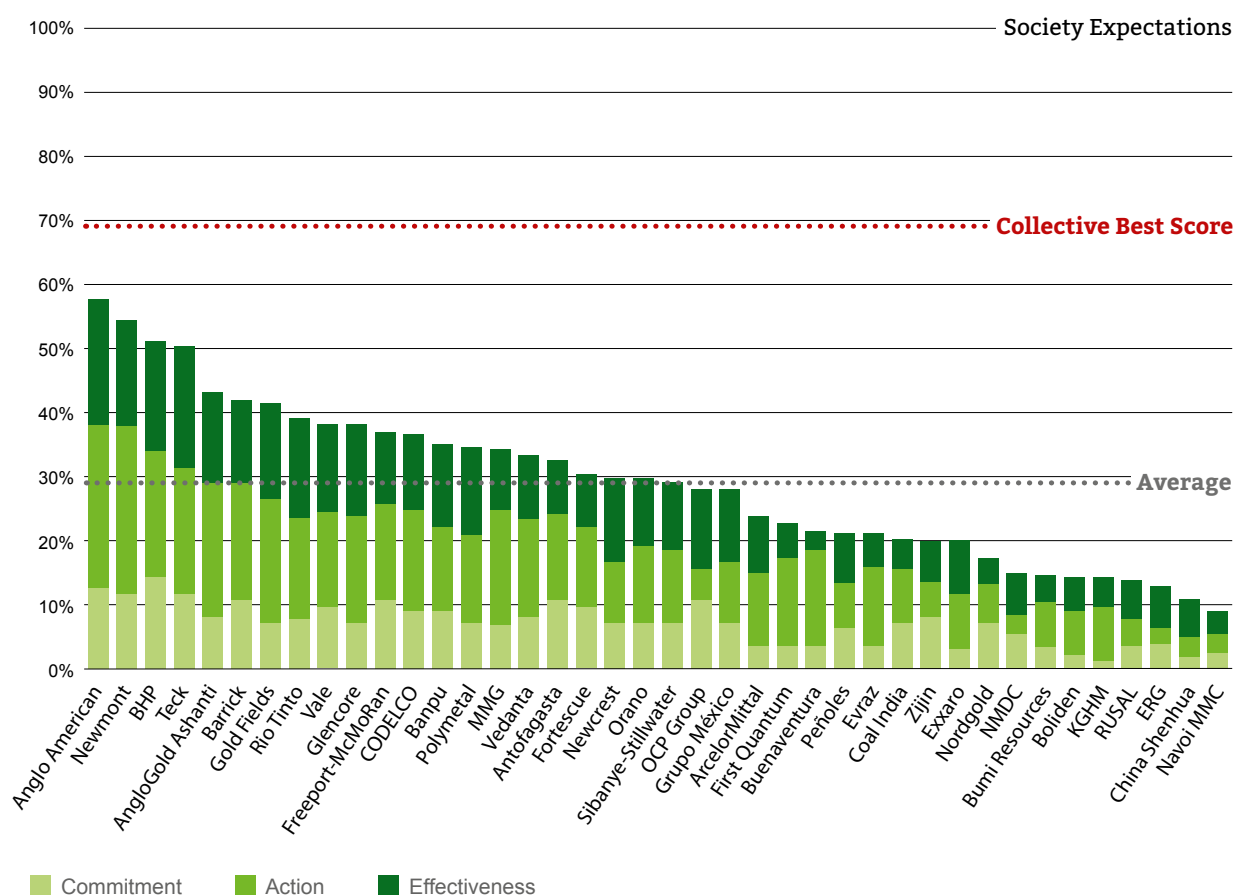
# Environmental Responsibility



Environmental responsibility indicators assess the extent to which companies have put in place systematic measures to prevent, avoid and mitigate the impact of their operations on natural resources, biodiversity and ecosystems. Many of the topics assessed, such as impact assessment, tailings safety, the use of hazardous materials, and the management of water quality and quantity, are compliance issues for mining companies, covered by regulations as well as industry standards and reporting frameworks, so companies can be expected to be able to demonstrate responsible and transparent practices in this thematic area.

The assessment results show that while the overall average performance is only 29%, the companies could already achieve a score of 69% by adopting the good practices demonstrated by their peers (as shown by the Collective Best Score on the chart – the sum of all best scores seen across all Environmental Responsibility indicators). Some environmental issues are evidently getting much more attention than others. Action and disclosure on tailings safety is of course a material topic for companies, given the recent disasters and the industry- and investor-led initiatives on tailings, and there is widespread evidence of companies disclosing information about the location and safety of their tailings storage facilities. In contrast, action is much less evident on issues such as water quality or noise and vibration in and around mining operations.

## Environmental Responsibility results



## EXAMPLES OF DETAILED RESULTS

**Deep-sea mining**

Commitments to prevent impacts on marine environments show striking contrasts. Most companies have publicly committed to respect marine (and wetland and terrestrial) protected areas, yet only a few companies have publicly committed not to use marine (or riverine or lake) disposal of tailings. And only one company, OCP Group, has publicly committed not to engage in deep seabed exploration or mining (see scoring spectrum below).

**Water management**

While mining can adversely affect both water quality and quantity, companies show marked differences in how they address these two issues (see scoring spectra below). Companies score on average 28% on tracking, reporting and acting to reduce their water consumption, but an average of only 8% on tracking, reporting and acting to reduce their impacts on water quality downstream of their operations.

**Water quantity****Water quality**

0 score Full score

## TRENDS

**Scarcely any movement on environmentally responsible practices**

There have been barely any significant shifts in average performances in this thematic area. Very small improvements are seen on a few issues, such as commitments to manage environmental impacts based on a mitigation hierarchy approach, or performance monitoring on the management of biodiversity impacts. The strongest performances are seen on the disclosure of tailings-related information – disclosures driven by the investor-led initiative on tailings safety. There has been a very small improvement on this issue over the last two years.

## EXAMPLE OF LEADING PRACTICE

**Tailings safety**

Glencore is implementing a satellite monitoring program for more than half of its TSFs, prioritising those with most severe consequences expected in case of failure. The satellite monitoring measures the TSFs' surface movements every 11 days. The results are made available for rapid decision-making in the event of unexpected movements and for independent oversight by auditors of TSF safety.

## LINK TO MINE-SITE ACTION

**Water quality data**

Public reporting on water quality shows a similar pattern to that seen for fatality reporting. Companies that do track and disclose data on water quality downstream of their operations generally provide only aggregated, company-wide statistics. It is rare to find detailed data, from specific monitoring points in the vicinity of mining operations – information that is of key importance to populations living near mine sites. The mine site assessment shows that 39 of the 250 mine sites provide this detailed data and two companies, Coal India and Polymetal, stand out as they make this data available for all their assessed mine sites. More commonly, those companies that report mine-site data on water quality do so for only some of their mine sites, presumably because of regulations or requirements linked to these particular operations.

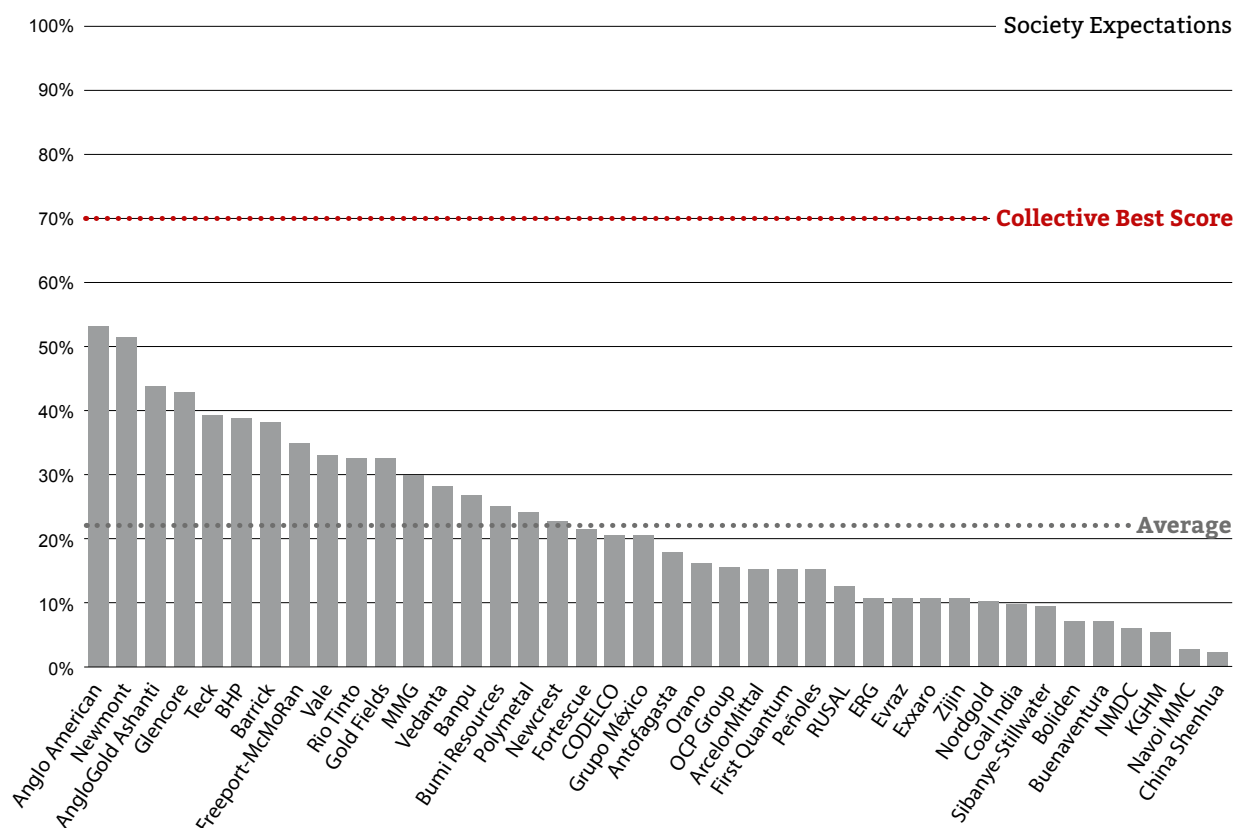
# Human Rights



Human rights indicators assess the extent to which companies are assessing and addressing the risks of human rights violations from their own activities or those of their supply chain partners. The topics covered by this transversal issue include for example, labour rights, Indigenous Peoples' rights, and the rights of affected communities and groups to access natural resources such as water and land. The responsibility of companies, to respect human rights and provide for remedy where rights are violated, is well established with ten years since the adoption of the UN Guiding Principles on Business and Human Rights.

The assessment results show that overall performance on human rights issues is low, with an average score of only 22%. Encouragingly, about one-quarter of the companies score 75% or more on their measures to assess and address specific risks related to issues such as water rights, Indigenous Peoples' rights, land rights, workers' rights, or child labour. However, no company shows systematic action on all these issues and there is virtually no evidence of measures on a number of other issues such as efforts to ensure the right of workers to a living wage or efforts to track and improve the performance of grievance mechanisms. If companies were to adopt the good practices already demonstrated by their peers, they would achieve a score of 70% (noted on the chart as the Collective Best Score).

## Human Rights results





## EXAMPLES OF DETAILED RESULTS

**FPIC**

The assessment results reveal that while a few companies have made formal commitments to respect the rights of Indigenous Peoples to FPIC, none have extended this commitment to other affected people (see scoring spectrum below). Indeed, this is one of the lowest-scoring commitment indicators in the assessment.

**Human rights defenders**

Mining is one of the deadliest sectors for human and land rights defenders and companies can be expected to promote respect for defenders. A few companies – Anglo American, Glencore, Newmont and Teck – have taken the step of establishing formal commitments to respect the rights of human and land defenders. (Anglo American has also reported plans to develop a protocol for the protection of human rights defenders, following engagement with relevant NGOs.) These commitments have been put in place over the last couple of years, providing models for other companies to follow. While a few other companies have publicly stated that they would not tolerate threats against defenders, so far none of the other assessed companies have made formal commitments to respect defenders' rights.



0 score  Full score

## TRENDS

**Gradual improvements on several fronts, overall performance still low**

Evidence of policies and practices on human rights has increased steadily over the last three assessments (covering companies' public reporting in 2016-2021). All but one of the 40 companies now refers to human rights somewhere in their public reporting and 70% of the companies have made formal commitments to respect human rights, in accordance with the UN Guiding Principles on Business & Human Rights. The use of human rights due diligence is increasing, but from a low base – companies now score on average 28% on this issue. Significant improvements are also seen on some specific issues, including for example the existence of corporate systems to respect the rights of Indigenous Peoples.

## EXAMPLE OF LEADING PRACTICE

**Transparency of worker grievance mechanisms**

CODELCO and Polymetal are among the very few companies to provide mine-site-disaggregated data on the functioning and uptake of their worker grievance mechanisms. Both companies report for each mine site the number and types of grievances raised – for example, on safety issues, living conditions, or sexual harassment. CODELCO provides further information on the outcomes of the investigations of grievances (including for example the numbers of allegations that were confirmed, rejected or dismissed due to lack of evidence).

## LINK TO MINE-SITE ACTION

**Community grievance mechanisms**

Companies can build trust in their community grievance mechanisms by disclosing information on how these mechanisms are being used: the issues raised, any actions taken and any remedy provided. Companies score an average of 30% on tracking and publicly reporting company-wide information on these aspects of their community grievance mechanisms, and 12 of the 40 companies disclose no such information. Mine-site-level information on community grievance mechanisms is considerably rarer. Only 12% of the 250 assessed mine sites disclose data on the number and types of grievances registered through these mechanisms.

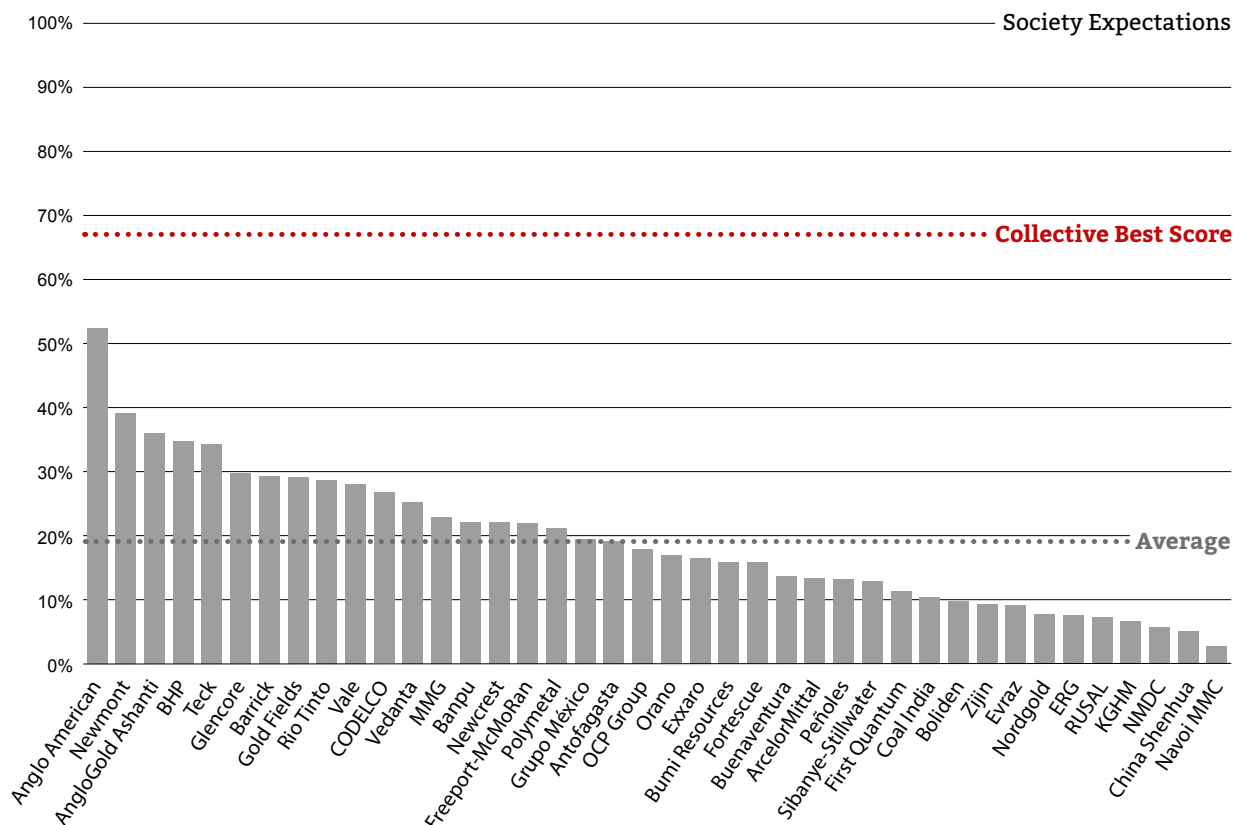
# Harm Prevention



The Harm Prevention indicators assess the extent to which companies have put in place ESG risk management systems to prevent their operations or business relationships causing, or contributing to, harm to people or environments. A lack of adequate risk management measures is by far the most common cause of mining-related harmful impacts, as evidenced by a recent RMF [report](#) on the subject. The topics covered by this transversal issue include for example, emergency preparedness and planning, rehabilitation, human rights due diligence, and efforts to minimise ESG impacts related to resettlement, health and safety, water quality and quantity, resettlement, etc.

The assessment results show that there is limited evidence of such prevention measures, with an average score of only 19%. However, the best scores seen across all Harm Prevention metric questions show that the companies could already achieve a score of 67% by adopting the good practices demonstrated by their peers.

## Harm Prevention results



## EXAMPLES OF DETAILED RESULTS

**Board and senior management responsibility**

As a necessary step towards a company-wide focus on harm prevention, responsibility for ESG issues needs to be assigned to senior members of the company's governance and leadership teams. The results on this issue are very mixed, with very few companies being able to show that responsibility for sound ESG management has been assigned to individual Board members and senior managers, that competency requirements have been set for these positions, and that those occupying the positions are held accountable for ESG performance.

**Preventing human rights abuses by security providers**

While security providers employed or hired by mining companies can help maintain stability and safeguard the rule of law at mine sites, there is a risk that a lack of awareness and understanding of human rights may lead to rights violations by these service providers. Mining companies can be expected to demonstrate that they are taking steps to minimise such risks. The assessment results show that only a couple of companies can fully show that they systematically review the background of security providers to ensure they do not engage individuals who have been implicated in human rights abuses in the past.



0 score  Full score

## TRENDS

**Progress on risks from business decisions, not from operations' impacts**

Significant progress has been made on integrating the consideration of ESG risks into business decisions. For example, the average performance levels have more than doubled, to 43%, on the issue of assessing human rights, labour and environmental risks associated with companies' supply chains. However, there is much less evidence of progress on efforts to assess and address ESG risks within companies' own operations. While the use of human rights due diligence is starting to become more widespread, there is still barely any evidence of corporate measures to ensure that operations assess specific risks they may pose to community health, to women, or to land access for local communities.

## EXAMPLE OF LEADING PRACTICE

**Managing land-use impacts**

AngloGold Ashanti has developed management standards to assess and address its impacts on land use and land access. The standards require operations to regularly identify areas that are no longer required for operational activities, which can be made available for progressive (concurrent) rehabilitation. Operations are also required to develop post-mining land-use objectives in consultation with affected communities and government authorities.

## LINK TO MINE-SITE ACTION

**Engaging local stakeholders in emergency planning**

While nearly all companies can demonstrate that they require their operations to develop emergency preparedness and response plans, less than half of the companies can show they require operations to engage with local stakeholders in the design and testing of emergency response plans. Without such engagement, there is a real risk that the plans will be ineffective in protecting local communities and other affected groups. This apparent lack of attention to local engagement is underscored by the mine-site assessment results. Only two mine sites show evidence of having involved local communities in the testing of emergency response plans and only five mine sites can demonstrate that they have informed local communities of what to do in the case of a mining-related emergency.

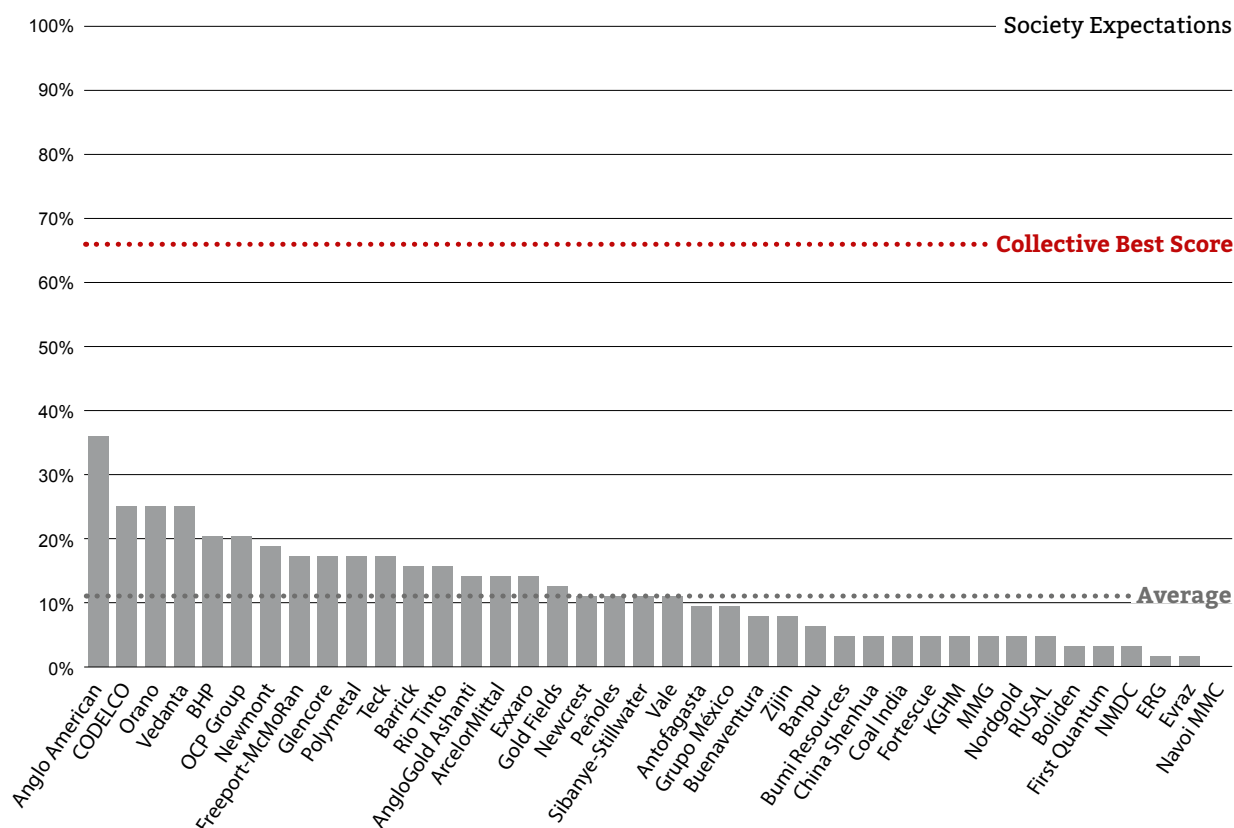
# Gender



Gender indicators assess the extent to which companies are addressing gender equality issues through targeted measures at different levels: in their governance and leadership structures, in their workforce and in affected communities around their mine sites. As is now widely recognised, women are often at a disadvantage compared to men in accessing the benefits of mining (e.g., through employment and business support) and in being exposed to negative impacts of mining (such as sexual harassment and assault). Companies can be expected to demonstrate that they are addressing risks borne disproportionately by women and supporting equal opportunity in labour practices and local benefit-sharing.

The gender-related results show that this is the transversal issue with the weakest performance overall, with an average score of only 11%. There is not only a lack of evidence of systematic measures on gender equality, but also very limited evidence of any action on gender, even on an ad hoc basis. Gender-aware practices still lag far behind the global narrative on gender in mining. However, collectively, the companies show that significant improvement is well within their reach. The best scores seen across all metric questions show that the companies could already achieve a score of 66% by adopting the good practices demonstrated by their peers.

## Gender results



## EXAMPLES OF DETAILED RESULTS

**Sexual harassment and assault**

Evidence is very limited on corporate measures to protect women workers from intimidation, sexual harassment and gender-based violence (see scoring spectrum below). This is a major gap in companies' harm prevention strategies, particularly as these risks have been shown to be commonplace in mining workplaces (see for example evidence in RMF's recent report on [Harmful Impacts of Mining](#)).

**Gender impact assessments**

There is very little evidence of companies having systems to regularly assess the impacts of their operations on women in mining-affected communities, despite the many reports and webinars on gender impacts of mining and the guidance available on gender impact assessments in mining. Only three companies make even minimal reference to including gender aspects in social impact assessments (see scoring spectrum below) and no evidence was seen of gender impact assessments having taken place.



0 score  Full score

## TRENDS

**Very limited progress on gender equality issues**

As in previous assessments, there is very little evidence of companies taking action on gender equality either within their workforce or in the context of mining-affected communities. The overall average performance increased by only two percentage points over the last two years. The one topic where performance has increased significantly is on ensuring gender balance within Boards of Directors and senior management teams; most companies show some level of effort to improve gender balance within their leadership and governance structures and the 40 companies average 18% on this issue. In contrast, only a minority of companies show evidence of measures to ensure women have access to local procurement support programmes or to protect women workers from gender-based violence.

## EXAMPLE OF LEADING PRACTICE

**Gender-appropriate PPE**

BHP has been working with its main supplier to redesign PPE and workwear to ensure it is fit-for-purpose for all workers, including women. The supplier undertook a series of consultations across all of BHP's Australian operations to discuss improvements required to the clothing range. A maternity wear workshop was held to hear from pregnant women workers about necessary modifications to the existing clothing range. In all, 72 changes and improvements have been made so far to accommodate the needs of women workers, for example to the size of socks and female boots and the size and weight of helmets, garments and headlamps.

## LINK TO MINE-SITE ACTION

**Link to mine-site action**

Gender issues are integrated in the mine-site assessment, with nearly all of the 15 topics including a gender-specific question. The results on these questions are extremely low, with virtually no evidence of operating companies taking action to, for example, involve women from affected communities in the development of local procurement programmes or in discussions on managing access to shared water resources. Similarly on workplace issues, there was very scant evidence of operating companies ensuring women workers have access to fit-for-purpose PPE or separate and safe sanitation facilities, and practically no evidence of programmes to protect women workers from sexual harassment and gender-based violence. No more than a handful of mine sites demonstrate any level of action on these basic issues.

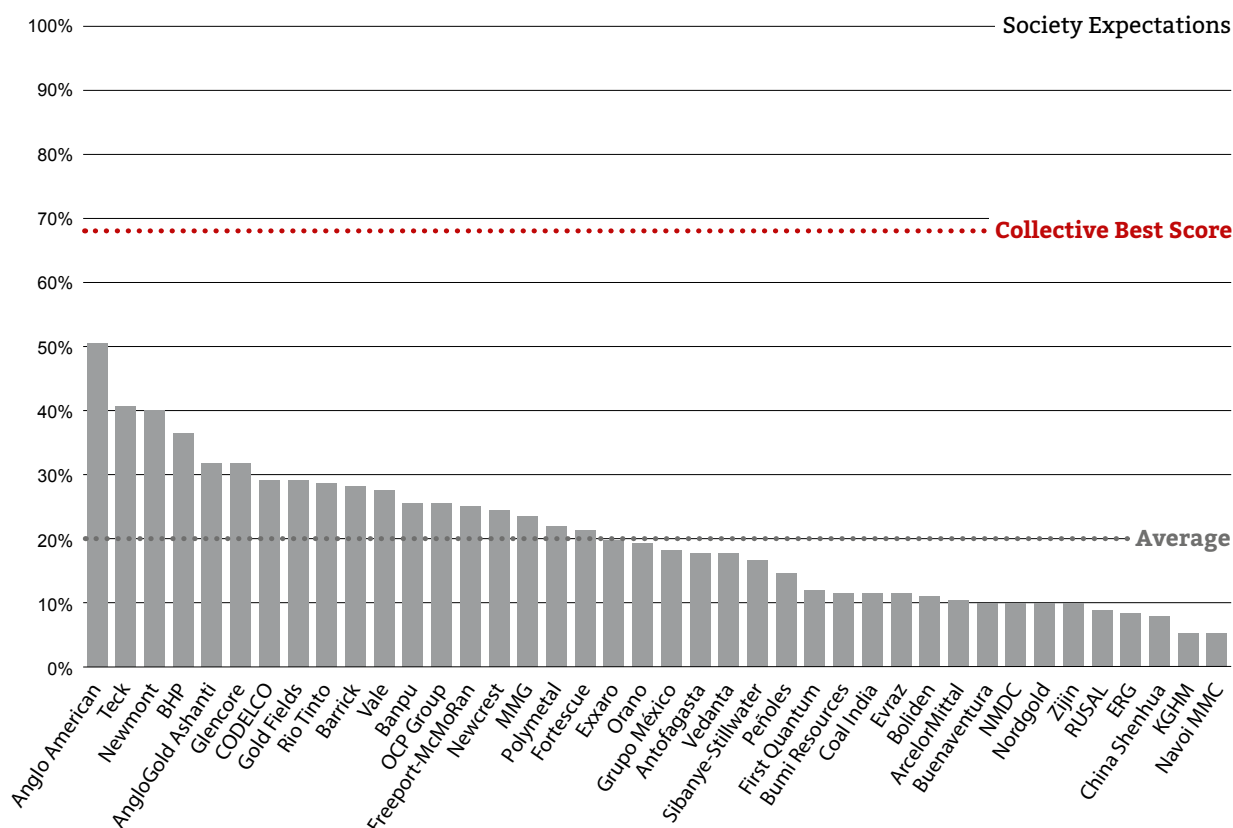
# Climate Change



The Climate Change indicators assess the extent to which mining companies are working to reduce their overall impact on climate change (including Scope 1, 2 and 3 emissions) and address climate-related issues such as water, biodiversity, health, and tailings safety. Another important topic assessed is the extent to which companies are addressing how climate change can exacerbate any negative impacts of their activities on local communities, workers and environments.

The assessment results show that broad-based action on climate is by no means the norm. The overall performance averages at only 20%, and many companies' climate-related results are limited largely to tracking and reporting of their emissions data. The evidence of action on other climate-related issues such as water, tailings safety, health and biodiversity, is generally weak. At the same time, the companies have collectively shown that significant improvement is within their reach if they adopt the good practices demonstrated by their peers, as shown by the Collective Best Score of 68%.

## Climate Change results



## EXAMPLES OF DETAILED RESULTS

**Tailings safety**

Despite the strong evidence that climate change is increasing the risk of tailings dam failures, companies show very mixed results on ensuring effective management of their TSF risks. Only a handful of the companies show any evidence of having conducted third-party audits or reviews on the effectiveness of their measures to address potential risks related to their tailings facilities, including seepage and tailings dam failure.

**Performance tracking on greenhouse gas emissions**

Public reporting on greenhouse gas emissions has become standard practice. Nearly all of the assessed companies publicly disclose at least some data on their emissions and 14 companies track and report on Scope 1, 2 and 3 emissions against reduction targets (see scoring spectrum below). However, companies show much less evidence of having reviewed the effectiveness of their emissions reduction measures and having taken actions to improve their performance on this issue, scoring an average of 7% on these continuous improvement efforts.



0 score Full score

## TRENDS

**Still a narrow focus for climate action**

While more companies are now tracking and reporting on their greenhouse gas emissions, including most recently Scope 3 emissions, evidence is still very weak on other measures to address climate-related issues. For example while many companies are assessing climate change risks to their operations, there has been no improvement in the extent of companies' efforts to assess and address how climate change may exacerbate their operations' impacts on communities, workers or the environment. Indeed, there is virtually no evidence of such risk assessment taking place; companies score an average of only 5% on this issue.

## EXAMPLE OF LEADING PRACTICE

**Assessing climate risks beyond the business**

Gold Fields is one of the few companies that demonstrates a broader perspective in its climate risk analysis. The company's 2020 Climate Change report mentions risks not only to its business but also to local communities and workers, citing for example increased vulnerability to disease and water insecurity. The CEO has publicly stated that "A key consideration for all our future strategies will be to address the impact of the rapidly changing climate on our business, our employees, our host communities and the natural environment in which we operate."

## LINK TO MINE-SITE ACTION

**Climate-critical mine sites**

Over 60% of the 250 assessed mine sites produce minerals essential for the energy transition. These climate-critical mine sites perform no better than the other assessed sites, which fail to demonstrate respect for local stakeholders, scoring an average of only 9% on informing and engaging with communities and workers on basic issues such as environmental impacts, local content, safety, and grievances. This raises serious concerns over how the much-needed switch to renewables can live up to its 'green' label. It is vitally important that the increased demand for transition minerals does not translate into increased harm for mining-affected people and environments.





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## Mine site results

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# Mine site results

Many aspects of responsible mining are local and mine-site specific, including for example the management of environmental matters, health and safety, and engagement with communities and workers. One of the challenges that companies face is to ensure that corporate-level ESG policies and standards are implemented across their operations, for consistent and effective performance. To oversee and verify this, Board members and senior executives need mine-site-disaggregated ESG data. The same locally-specific data is important for local stakeholders who risk exposure to harmful impacts, and for investors who need to know about asset-level risks.

**Results weak overall.** The mine-site assessment reveals that the vast majority of the 250 assessed sites across 53 countries cannot demonstrate that they are publicly reporting, or engaging with communities and workers, on basic ESG risk factors and public interest issues. Indeed, some 97% of the 250 mine sites score an average of less than 25% on the assessment – meaning they show little evidence of disclosure and engagement on issues such as local procurement, air and water management, occupational health and safety, and grievances. This generalised lack of mine-site evidence has been a consistent finding across the RMI reports for 2018, 2020, and 2022.

**Gender issues neglected.** Evidence is very weak on gender-aware practices at mine-site level, such as disclosing gender-disaggregated employment data, ensuring women in affected communities can participate in discussions and decision-making, and protecting women workers from sexual harassment and assault. Some 86% of the mine sites show no evidence on any of the 14 gender-related issues, and only two sites score an average of more than 25%.

**Energy transition: on a responsible foundation?** Over 60% of the assessed mine sites produce energy transition commodities. These sites show the same overall low level of performance as the rest of the sample. While operations underpinning the energy transition cannot demonstrate responsible and transparent action on basic ESG issues, it will be difficult for the industry to show that the transition-led demand for more minerals will be achieved through responsible mining. Renewable energy supply chain actors, and indeed society as a whole, need to be able to see demonstrable mine-site action on issues such as air and water quality or emergency planning to avoid the real risk that the energy transition will result in more harm to local stakeholders and environments.

## A note on the mine-site assessment

In addition to the company-wide indicators, the RMI assessment also includes a smaller set of indicators to assess mine-site level actions and disclosures, based on the fifteen basic indicators included in the [Mine Site Assessment Tool](#).

Although not included in the corporate-level results, these mine-site indicators help to assess the extent to which companies are consistently sharing disaggregated information and engaging with local stakeholders on public interest issues across their operations.

A total of **250** mine sites are included in the assessment, approximately six or seven sites per company, across **53** producing countries.

A gender component is integrated across 14 of the 15 mine-site indicators – with metrics on inclusive decision-making processes and the specific needs of women workers and women in affected communities.

The mine-site assessment covers the same timeframe as the company-wide assessment: mid-2019 to mid-2021, and is similarly based on public domain data. Research was conducted in multiple languages (Chinese, English, French, Indonesian, Portuguese, Russian, Spanish, and Swedish).

**Positive signs.** It is encouraging to see some progress on a few mine-site-specific issues that had been left unaddressed for many years, such as ensuring a decent living wage to all workers or disclosing the exact location of tailings facilities. On other issues, such as involving communities in discussions on closure planning or in decisions on water management, one or two mine sites are demonstrating good practice that can be adopted more widely. A few examples of mine-site leading practices are outlined on [page 53](#).

**Transparency builds trust.** There is much scope for companies to improve their public reporting of mine-site-disaggregated data on these basic ESG issues. Companies that already have internal reporting mechanisms to collect site-specific ESG data for their corporate reporting can readily strengthen their transparency by making public the site-disaggregated data rather than providing only corporate-level aggregate figures. Local-level data and evidence of action will not only improve accountability but will also help companies to show respect for the interests and concerns of mining-affected stakeholders and demonstrate good risk management to investors and financiers.

The average mine-site scores achieved by all assessed companies are ranked in Table 2.

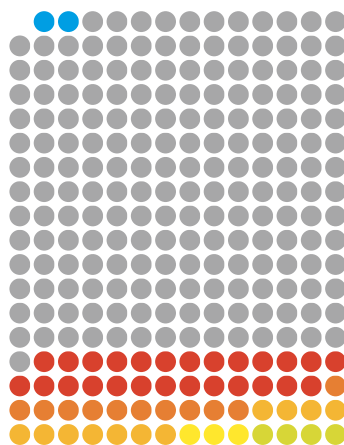
The mine site results per indicator are shown overleaf.

**Table 2 Mine Site Scores**

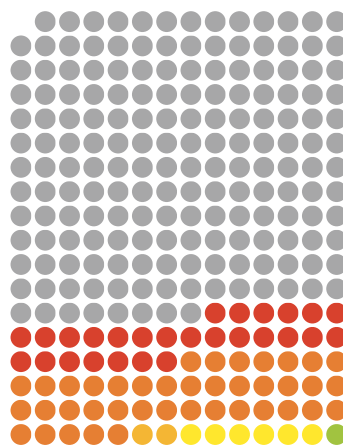
Companies	Average mine site score
Polymetal	24%
Glencore	20%
OCP Group	19%
CODELCO	16%
Teck	16%
Orano	16%
BHP	14%
Newmont	13%
MMG	13%
Freeport-McMoRan	13%
AngloGold Ashanti	12%
Gold Fields	12%
Rio Tinto	12%
Anglo American	11%
Vale	11%
Newcrest	10%
Barrick	10%
Buenaventura	9%
Coal India	9%
Bumi Resources	7%
Antofagasta	7%
Grupo México	7%
Nordgold	7%
Vedanta Resources	6%
Banpu	6%
First Quantum	6%
NMDC	5%
ArcelorMittal	5%
Peñoles	5%
Boliden	5%
Exxaro	4%
Sibanye-Stillwater	3%
Zijin	3%
Evraz	3%
KGHM	2%
Fortescue	2%
ERG	1%
Navoi MMC	1%
China Shenhua	1%
RUSAL	0%

## Mine site results per indicator

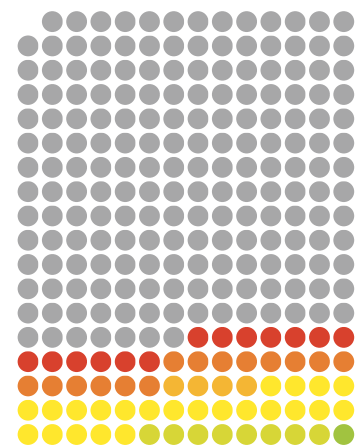
These charts show the results for each mine-site indicator, across the 251 mine sites (each dot representing one mine site). The majority of mine sites score zero for most of the indicators, as shown by the grey dots. This reflects the fact that most mining operations cannot demonstrate that they are publicly reporting or engaging with communities and workers on these important issues.



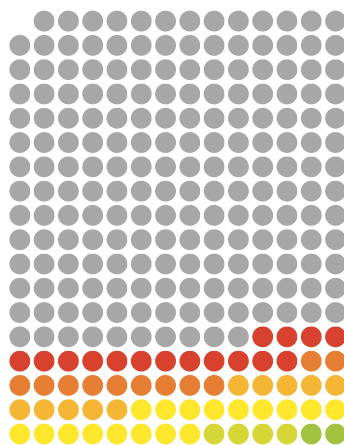
Local Employment



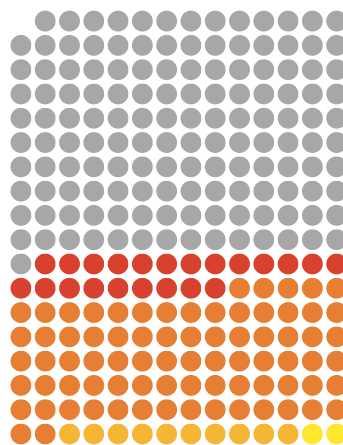
Local Procurement



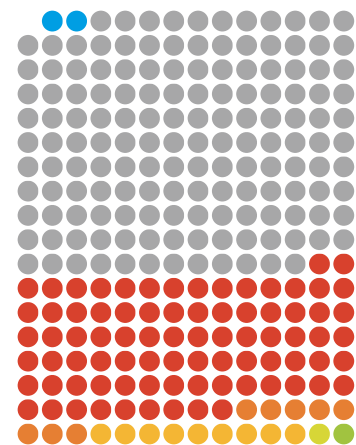
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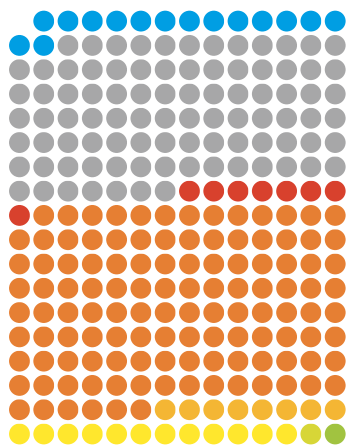
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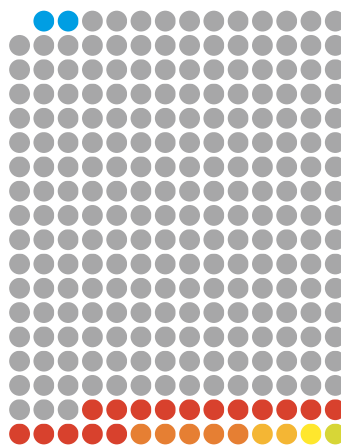
Water Quantity



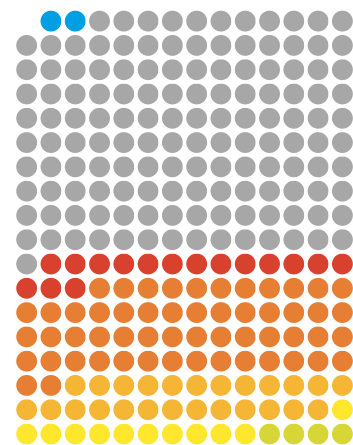
Rehabilitation &  
Post-Closure



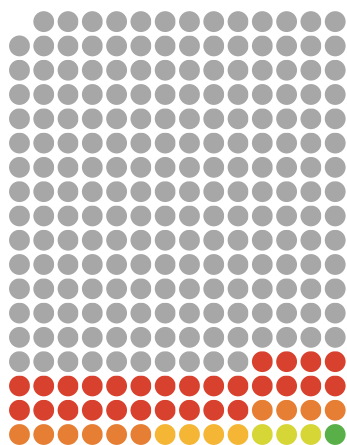
Tailings



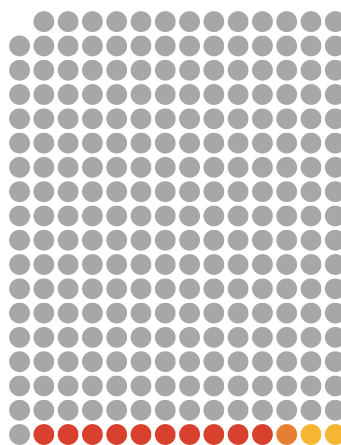
Safety of Communities



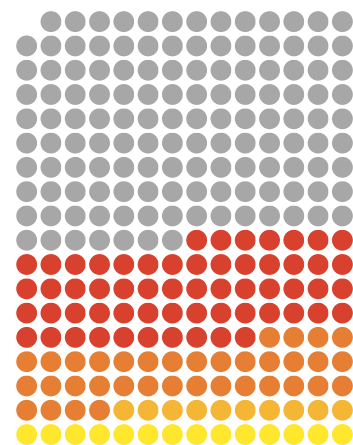
Community Complaints & Grievances



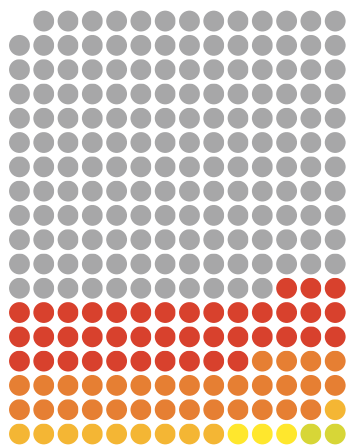
Safety & Health of Workers



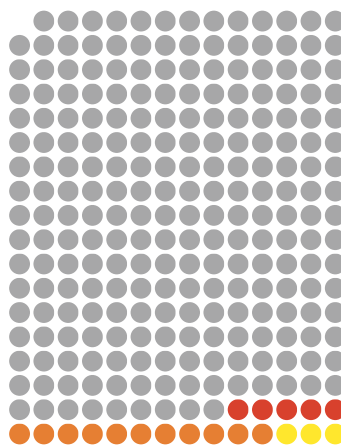
Women Workers



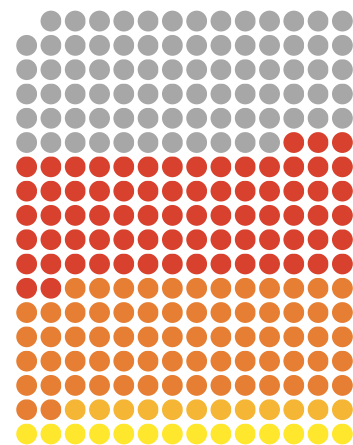
Workplace Deaths & Injuries



Training of Workers



Decent Living Wage



Worker Complaints & Grievances



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## Leading practices

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# Leading practices



## Economic Development

### Supporting national skills development

In 2019 ERG supported the launch of an 'Atlas of New Professions', a tool developed by the International Labour Organization and the Russian Agency for Strategic Initiatives to identify and develop the most critical professions for the future. ERG undertook the first pilot study using the Atlas methodology, which led to a number of management actions including for example the decision to fund a new course at a local college to train operators of unmanned aerial vehicles. ERG has since rolled out the same approach to all its operations in Kazakhstan and plans to collaborate with the country's Ministry of Education and Science to adapt its recruitment and training practices and target its support to specialist educational institutions and qualifications.



## Business Conduct

### Improving whistleblowing mechanism

In 2020, following its review of the effectiveness of its whistleblowing mechanism, AngloGold Ashanti rolled out refresher training for investigators of allegations received through this mechanism. The training aimed to strengthen the whistleblowing investigations process and underline the need for investigators to conduct their work with the highest level of integrity.

### Contract disclosure

Rio Tinto makes publicly available, on its company website, the contracts for some of its operations. The company publishes copies of the original agreements and provides a summary table showing the term and party for each contract. Orano provides links on its company website to contracts, licences, permits and other agreements for some of its operations.



## Lifecycle Management

### Circular materials management

Teck has taken extensive measures to reduce waste and improve the recycling of materials used in its mining operations. The company has set an overall target of zero industrial waste disposal by 2040, with an objective to set site-based goals for industrial waste reduction following site-level inventories and plans, established by 2025, to turn waste into useful and appropriate products. In addition, the company's Material Stewardship Committee oversees its work to reduce the waste associated with its own products, commissioning and conducting customer assessments on the safe use and circular management of these products.

### Infectious disease control

Rio Tinto has developed a management standard for addressing health impacts associated with outbreaks of vector-borne and infectious diseases, such as malaria, HIV/AIDS and tuberculosis. The standard sets out requirements for operations to undertake risk assessments and measures to prevent and manage these diseases to protect workers and, for some diseases, their families.





## Lifecycle Management (continued)

### Social aspects of mine closure

Buenaventura is one of a handful of companies to show evidence of a mine closure management standard that integrates social issues into the requirements. The 2020 standard (in the form of a detailed manual) requires operations to assess, at the earliest possible stage, the socio-economic impacts of closure on affected communities and to undertake a participatory process to plan for the mitigation of these impacts. As well as detailing the mitigation measures to consider (such as job retraining or entrepreneurship skills development), the standard requires targets to be set for social closure objectives to assist later tracking.

### ESG issues in mergers, acquisitions and disposals

Vedanta has developed a management standard for the integration of ESG considerations into decisions around acquisitions, divestments and Joint Venture arrangements. The standard requires due diligence around ESG-related liabilities, such as health and safety, water, biodiversity, greenhouse gas emissions, human rights, and cultural heritage. A detailed checklist of specific issues is provided and a process is established for identifying and assessing these liabilities and incorporating them into the decision-making including, as one possible option, the identification of 'deal breaking' liabilities.



## Community Wellbeing

### Supporting women farmers

OCP Group runs support activities for women farmers in Morocco, providing technical support and training for individual farmers as well as professional women working in agricultural cooperatives. Capacity building covers technical, business, and soft skills development. These agricultural support activities are part of the company's broader community development programme, Act4Community, under which each employee can dedicate four paid weeks per year to volunteering for community-based entrepreneurship and sociocultural initiatives.

### Managing land-use impacts

AngloGold Ashanti has developed management standards to assess and address its impacts on land use and land access. The standards require operations to regularly identify areas that are no longer required for operational activities, which can be made available for progressive (concurrent) rehabilitation. Operations are also required to develop post-mining land-use objectives in consultation with affected communities and government authorities.

### Assessing impacts on community health

Anglo American's Social Way Toolkit (updated in 2020) requires all operations to conduct Health Impact Assessments (HIA). It defines a HIA as a combination of procedures, methods and tools that systematically assess the (potential) impacts of site activities on the health of a population, the distribution of impacts within the population, and appropriate actions to manage such impacts. Where potential and/or actual mining-related impacts and risks are significant, it requires sites to develop a Management Plan to continuously manage and monitor impacts.



## Working Conditions

### Gender-appropriate PPE

BHP has been working with its main supplier to redesign PPE and workwear to ensure it is fit-for-purpose for all workers, including women. The supplier undertook a series of consultations across all of BHP's Australian operations to discuss improvements required to the clothing range. A maternity wear workshop was held to hear from pregnant women workers about necessary modifications to the existing clothing range. In all, 72 changes and improvements have been made so far to accommodate the needs of women workers, for example to the size of socks and female boots and the size and weight of helmets, garments and headlamps.

### Promoting ethnic and racial diversity

In 2020 Vale launched a working group of employees, known as the Ethic-Racial Equity Affinity Group, with the aim to promote discussions and propose practical actions on these aspects of diversity. Activities envisaged include an online learning tool to reduce stereotyping, events to raise awareness about inequalities, engagement with Vale's leadership on this issue, and considering ethnic and racial inclusion and diversity in the company's recruitment, career progression and talent development programmes.

### Supporting diversity in recruitment

In 2020 Newmont analysed the outcomes and impacts of a 15-month trial of specific interventions to improve diversity through its recruitment process. The trial tested whether approaches such as blind resumes, more inclusive language in job advertisements, ensuring diverse hiring pools and diverse interview panels, could counter unconscious biases within the recruitment process. The findings were positive, and Newmont has begun implementing them across the business.

### Living wage assessments

In 2021 Freeport McMoRan partnered with a sustainability-focused organisation to conduct a living wage assessment for full-time and part-time employees at 14 of its operating and processing sites in the US, Chile, Peru and Indonesia. The benchmark used exceeds the national minimum wage in all locations. The company plans to roll out the same exercise for all its employees and to integrate the assessment into its annual compensation review process across its operations. The company states that the assessments so far have found that the benchmark has been met, and that it will seek to extend its living wage commitment to its on-site contractors in the future.

### Living wage assessments

In 2020 Teck conducted a living wage review for all its employees in Canada, the US and Chile, where its operations are located. The review was conducted by comparing the hourly rate of the lowest paid employee in each jurisdiction to the living wage information available for these locations. The company states that these salaries are above the living wage in all three countries, and provides the calculations and benchmarks used in the assessments.

### Transparency of worker grievance mechanisms

CODELCO and Polymetal are among the very few companies to provide mine-site-disaggregated data on the functioning of their worker grievance mechanisms. Both companies report for each mine site the number and types of grievances raised – for example, on safety issues, living conditions, or sexual harassment. CODELCO provides further information on the outcomes of the investigations of grievances (including for example the numbers of allegations that were confirmed, rejected or dismissed due to lack of evidence).



## Environmental Responsibility

### Satellite monitoring of tailings

Glencore is implementing a satellite monitoring program for more than half of its TSFs, prioritising those with most severe consequences expected in case of failure. The satellite monitoring measures the TSFs' surface movements every 11 days. The results are made available for rapid decision-making in the event of unexpected movements and for independent oversight by auditors of TSF safety.

### Capacity building for tailings safety

Glencore has established an online Tailings Manager Academy to strengthen the capacity of relevant employees for decision-making on the design, construction, operation, monitoring and maintenance of TSFs. The learning modules cover issues related to technical and governance matters as well as stakeholder engagement aspects. The program is tailored to three different management levels ranging from operators and technicians to responsible persons and engineers to dam owners, managers and accountable executives.

### Assessing climate risks beyond the business

Gold Fields is one of the few companies that demonstrates a broader perspective in its climate risk analysis. The company's 2020 Climate Change report mentions risks not only to its business but also to local communities and workers, citing for example increased vulnerability to disease and water insecurity. The CEO has publicly stated that *"A key consideration for all our future strategies will be to address the impact of the rapidly changing climate on our business, our employees, our host communities and the natural environment in which we operate."*



## Mine-site assessment

### Mine-site disaggregated water quality data

AngloGold Ashanti provides detailed water quality data for several of its mine sites. The company's Cuiaba mine complex in Brazil publicly discloses monthly readings of specific pollutants in water bodies in and around the mining areas, showing clearly where levels exceeded regulatory limits. Similarly, the company's Geita mine in Tanzania publishes detailed results of its water quality monitoring programme, which covers 44 surface water, 30 wastewater and 50 groundwater sampling locations in and around the mining concession.

### Public disclosure of areas at risk from tailings failure

Polymetal publishes an annual report on its tailings facilities, with satellite images of each facility, clearly marking the location of the TSF (with geographic coordinates), any worker settlements and the distance to the nearest village(s) or town(s). The images also show the location and scale of the potentially impacted area in the case of a failure of the TSF. The report provides detailed information on each TSF, in the format of responses to the investor-led disclosure request on tailings safety.

### Public disclosure of community fatalities and injuries

AngloGold Ashanti publicly discloses data on community fatalities and injuries related to its mining operations. The company publishes five years of data on any deaths and injuries connected to security management and, separately, deaths and injuries of ASM workers not connected to security management. The company also discloses information on the relevant incidents, outlining the nature of any disputes that led to fatalities or injuries of community members or ASM workers.



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## Annex

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# Learning tools in the RMI Report 2022

The full results of the RMI Report 2022 are available online at: <https://2022.responsibleminingindex.org/>. The website contains much more information than this summary report, including individual result pages for the 40 companies and for the 250 mine sites assessed. Many additional resources are also available on the website, including the learning tools introduced here. Companies are encouraged to make use of these tools to help inform and guide their ESG strategies and actions.

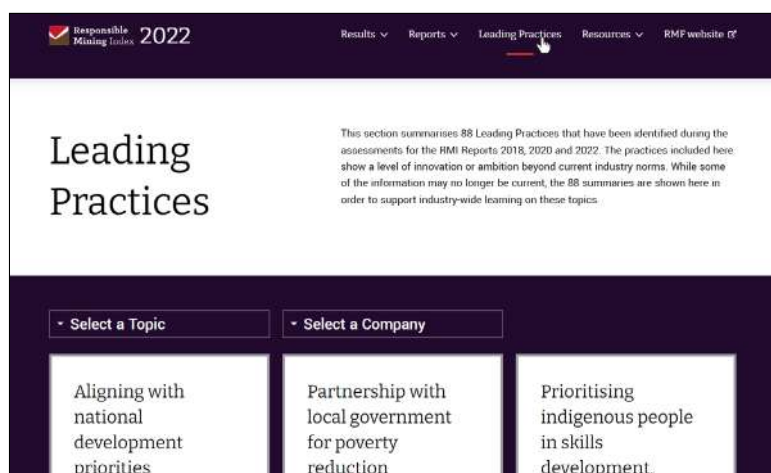
## Which companies show better practices?

The overall results on each indicator highlight the maximum score achieved and the name of the company/companies achieving this score. Users can then click on the company name(s) to be directed to their results page(s) for more information.



## What leading practices have been identified?

Summary descriptions are provided of nearly 90 examples of leading practices, identified in the three RMI Reports published to date. The summaries enable users to learn about the issue addressed, the context, the main actions taken and, wherever possible, the outcomes achieved. Go to the [Leading Practices](#).





## What is the raw data behind the results?

Raw data files are provided to show all indicator-level scores for the 40 companies and 250 mine sites, as well as each company's thematic area and measurement area scores. The overall average score and Collective Best Scores for each thematic area and transversal issue are also provided, and the contextual data relating to each company and mine site assessed. Go to the [Raw Data](#) section.

## How are companies assessed on each issue?

A Scoring Framework shows the specific criteria used to assess each metric question, to show the open and robust nature of the assessment and to enable companies to see the detailed basis for their scores. Go to the [Scoring Framework](#).

## What documentary evidence was used in the assessment?

An interactive library of the 6,550 pieces of documentary evidence used in the assessment provides a rich resource for companies to use to see, for example, what a top-scoring mine closure standard or human rights due diligence report looks like. Documents are available in multiple languages and are directly downloadable from the RMI Report website. Go to the [Document Library](#).

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The RMI assessment seeks evidence of companies' policies and practices on economic, environmental, social and governance (EESG) issues, but does not seek to measure the actual outcomes achieved on EESG issues. Results are based only on evidence sourced from the public domain or provided by companies as open data. Whilst this information is believed to be reliable, no guarantee can be given that it is accurate or complete, nor does it preclude the possibility that policies and practices may exist, but which have not been able to be considered for purposes of assessment.

In this respect, the results of the low-scoring companies do not necessarily reflect a lack of relevant policies and practices, as they may be due to a lack of public reporting by the companies and/or limitations in accessing information.

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