



BUILDING FORWARD BETTER

COVID-19 FRAMEWORK

MINING AS A PARTNER IN SUPPORTING MORE INCLUSIVE AND RESILIENT SOCIETIES

*Dave Prescott, Creative Director, The Partnering Initiative,
Danielle Martin, Adviser, ICMM, Zahid Torres-Rahman, CEO, Business Fights Poverty,
and Jane Nelson, Director, Corporate Responsibility Initiative, Harvard Kennedy School*



ABOUT

The Building Forward Better Framework presented in this paper was developed as a collaboration between the International Council on Mining and Metals (ICMM), Business Fights Poverty (BFP) and The Partnering Initiative (TPI), in consultation with the Corporate Responsibility Initiative, Harvard Kennedy School. It is based on an original framework developed by Business Fights Poverty and the Corporate Responsibility Initiative.

ABOUT THE COLLABORATORS:



The **International Council on Mining and Metals** is an international organisation dedicated to a safe, fair and sustainable mining and metals industry. Bringing together 27 mining and metals companies and over 35 regional and commodity associations, it strengthens environmental and social performance. It serves as a catalyst for change, enhancing mining's contribution to society. Every ICMM company member adheres to ICMM's Mining Principles, which incorporates comprehensive environmental, social and governance requirements, robust site-level validation of performance expectations and credible assurance of corporate sustainability reports.

icmm.com

Business Fights Poverty is a business-led collaboration network focused on social impact. For 15 years, it has been bringing together organisations and individuals to collaborate on questions that matter to business, people and planet. Along with over 100 international companies, NGOs, universities, and government bodies, it has a global network of around 30,000 professionals who share their collective insights to move the needle on pressing global challenges.

businessfightspoverty.org

The Partnering Initiative is an international NGO, founded in 2003, with the passionate belief that only through effective collaboration among business, government, NGOs and the United Nations system, can we achieve the shared vision of a prosperous economy, thriving societies and a healthy environment. TPI's tools and guidebooks have been used as the basis for multiple organisations' internal guidance and change management, and its policy pieces have influenced the United Nations system and international donors in their engagement and support of partnering.

thepartneringinitiative.org

FOREWORD

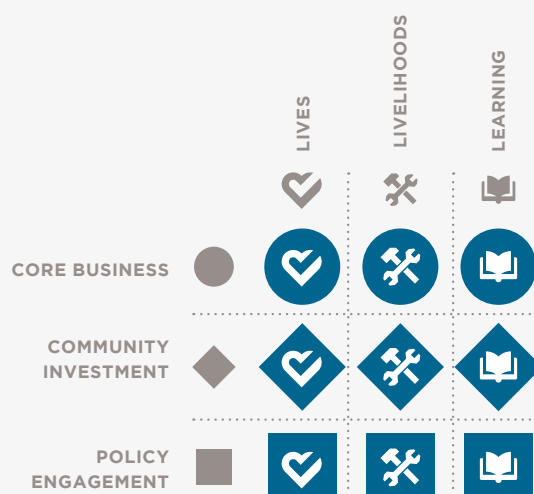
This document is a collaboration between a group of organisations that seeks to explore the collective leadership of the mining and metals industry in rebuilding better in the wake of COVID-19. It seeks to connect the immediate crisis response to the long-term sustainable development challenges of communities and nations, focusing on practical action, and opening up new collaborative opportunities within and beyond mining.

In March 2020, Business Fights Poverty together with the Corporate Responsibility Initiative at Harvard Kennedy School published a Business and COVID-19 Response Framework that sets out guidance for how businesses can support the most vulnerable across three areas of impact: in their **lives** (health and safety), **livelihoods** (jobs and incomes) and **learning** (education and skills). The Response Framework sets out actions that businesses can take through their **core business** capabilities and activities, **community investment** and volunteering, and **policy engagement**, advocacy, and support for institution strengthening (see figure, right).

During the same period, ICMM has been engaging its member companies and national associations in a range of activities to accelerate member learning and improve the flow of communications between members,



communities and countries. This has included convening more than 30 calls with members and national and community associations from across the globe to share experiences and learnings, and the posting of more than 110 resources (tools, guides, case studies) to the member hub. There have also been several public and industry events held to discuss industry responses. This experience is reflected on a [microsite](#), together with an initial [COVID-19 response briefing](#).



Find the [Framework rationale here](#)

This current document brings together the BFP framework and ICMM's original COVID-19 response briefing, with the collaborative experience of TPI, to set out a framework for collective action by mining companies and other stakeholders in response to COVID-19.

This current document brings together the BFP framework and ICMM's original COVID-19 response briefing, with the collaborative experience of TPI, to set out a framework for collective action by mining companies and other stakeholders in response to COVID-19. It encompasses response, recovery, and

rebuilding actions but acknowledges that the fluid nature of this pandemic means that there is not necessarily a linear path from one phase to another nor a clear line between short- and longer-term responses.

As well as the inputs described above, it has benefited from rapid input from a group of member companies, together with representatives of the ILO and GIZ; a public discussion on cross-industry solutions to COVID-19 as part of the *Business Fights Poverty Online 2020* conference; and the review and guidance of multiple individuals.

It is hoped that the framework will provide a focal point for engaging stakeholders within and beyond the mining industry, and ultimately contribute to the long-term impact and resilience of the industry and mining communities in the face of current and future social and economic challenges.



CONTEXT

A GLOBAL EMERGENCY

The COVID-19 pandemic is an ongoing global emergency with extraordinarily far-reaching health, economic, social, environmental and governance consequences. Many countries are facing massive disruption and uncertainty now and looking forward, as the COVID-19 virus strengthens its hold in some regions, has yet to truly take hold elsewhere, and seems set to resurge in future waves. Its non-linear impacts are creating huge uncertainty.

Many countries that are least prepared to respond to COVID-19 also happen to be highly dependent on mining. 'Resource-dependent' countries are home to almost 30% of the global population, with 230 million people in these countries living in extreme poverty.¹ The contribution of mining companies in supporting workers and communities in these countries is critical, especially where local government capacity may be overwhelmed.

The impact of COVID-19 on the **lives, health and safety** of millions of people has been and continues to be catastrophic, both directly and with numerous indirect mental and physical health complications and fatalities resulting from scarce resources being diverted to address the pandemic as well as increased food insecurity and poverty. Health and social services in many countries are struggling without essential equipment, health workers are getting ill, and access to treatment for non-COVID illnesses is increasingly challenged.²

Many countries that are least prepared to respond to COVID-19 also happen to be highly dependent on mining.

The impact on **livelihoods** is similarly vast. As of July 2020, 93% of the world's workers were living in countries with lockdown confinement measures in place. Working hour losses for the second quarter of 2020 relative to the last quarter of 2019 are estimated to reach 14.0 percent worldwide (equivalent to 400 million full-time jobs).³ In many situations, people are unable to implement physical distancing to protect themselves and others against infection. In the absence of public social safety nets or private health benefits, many people have no option but to go on working even if they are feeling unwell.

The impact on **learning** has been enormously disruptive. The closure of learning institutions worldwide, including schools, colleges, universities and apprenticeship schemes, is causing major and unequal interruption in students' learning, disruptions in internal assessments, and the cancellation of public assessments for qualifications. The massive shift to online learning has been partially successful at best, even in contexts where there are reliable internet and electricity supplies and where there are teachers with the capacity to provide effective education in an online environment.

In short, the COVID-19 pandemic has caused a global systemic shock, laying bare a variety of local, national

1 ICMM (2018), Social Progress in Mining-Dependent Countries: Analysis through the lens of the SDGs [PDF]. Available at http://www.icmm.com/website/publications/pdfs/social-and-econom-ic-development/180710_revised_spimdcgs.pdf

2 4SD/ WHO (2020) [The Learning and Leadership we need to overcome COVID, with equity](#)

3 ILO (2020) COVID-19 and the World of Work. https://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/documents/briefingnote/wcms_749399.pdf

and global systems failures and inequalities that require urgent attention. For the most vulnerable areas of the world, life before COVID-19 was already a crisis, with people and systems trapped in a continuous cycle of 'response and recovery', never reaching a lasting opportunity to 'rebuild'. For mining, COVID-19 has caused companies to reconsider the risks and benefits of local over global for workforces, supply chains and investments and whether they have the skills to manage a rebalance.

It has taken this unprecedented global pandemic to create a sense of urgency to act in many people. Many of those in more stable societies have experienced for the first time, in a highly personal way, why it is intolerable for anyone to live in a state of continual crisis.

The impact has been exacerbated in other ways too that are likely to have long-term effects; injustices have occurred and gone unaddressed because the world's focus, and that of those who may usually intervene or protest, has been on the pandemic; meanwhile funds directed to not-for-profits that provide essential services and safety nets for millions of people have been diverted to the pandemic potentially causing the cessation of those organisations' services. It all points to why a collective, ongoing global response is essential. It is against this urgent background that the mining industry can play a valuable role in partnership with others.

Four key leadership imperatives and principles for action are emerging:

- Aligning short-term response with long-term resilience
- Developing a mindset for transformation
- Contributing to system-level impact
- Communication, coordination and collaboration.

ALIGNING SHORT-TERM RESPONSE WITH LONG-TERM RESILIENCE

Mining companies have longstanding experience of localised crisis response. Drawing on significant experience, and lessons learned, from previous health emergencies such as Ebola, tuberculosis, malaria and HIV/AIDS, mining companies are particularly well-positioned to respond to the current pandemic.

Many mining companies have been present in communities for several years, if not decades, and most of their employees and contractors live in these communities. They usually have well-established connections with those who are hardest to reach, developed through years of undertaking structured social, environmental and human rights impact assessments, consultations and other engagement processes. This allows them to work quickly and efficiently with local community leaders, NGOs and governments to identify vulnerable households and deliver vital resources and care packages to those who need it most. ICMM members are drawing on these community networks to share knowledge and deliver support on a range of critical issues arising from COVID-19.

In addition to implementing highly rigorous standards and processes to protect employee and contractor health and safety and ensure operational continuity, mining companies have made substantial financial and in-kind commitments to support host governments, communities and the most vulnerable.

As of June 2020, ICMM company members had donated more than US\$315 million to global response efforts through COVID-19 funds and individual company donations to national relief efforts. Member companies have also been donating company facilities for use as field hospitals and testing centres, providing access to clean water and sanitation facilities, engaging in awareness-raising campaigns on hygiene and other preventative measures, providing food and care packages, investing in online education programmes, supplying medical transport vehicles, building mechanical ventilators, 3D printing PPE equipment, taking steps to avoid discrimination against those who test positive for COVID-19, and building labs and creating testing capacity to support government responses, especially where public capacity is limited.

The table below sets out some of the reasons why, at its best, the mining industry has such an important role to play in the COVID-19 response and longer-term efforts to rebuild and strengthen community resilience.

Some lessons and know-how from leading mining and metals companies

Potential broader relevance for 'rebuilding better'

Protecting the health and safety of employees, including employees' families, host communities, suppliers and contractors...	...the business case for thinking about health protection beyond employees to also include employees' families, host communities, suppliers and contractors.
Building effective relationships with, and supporting the strengthening of, sub-national governments and municipalities which lack capacity...	...recognising the critical role played by local authorities in crisis response (for future waves of the pandemic and other emergencies).
Building effective relationships based on trust and respect with vulnerable communities, including migrant workers...	...prioritising the needs of the most vulnerable in society, including protecting their livelihoods.
Infectious disease control learned from managing Ebola, HIV/AIDS, TB...	...knowing how to manage the spread of infectious diseases for which there is/was no cure.
Using a multiple-decade investment horizon; capacity for long-term, systems-level thinking...	...thinking about the long-term resilience of public health systems and explaining why it matters to business.
Establishing corporate community foundations with long-term, regional social and economic development objectives...	...taking a responsible stake in the long-term social and economic development of regions and nations.
Building effective relationships with workers' organisations that are crucial in supporting workers in times of crisis...recognizing the important role they play in understanding, communicating and negotiating needs and obligations.
Responding to the challenges of automation, digitisation and remote working as part of the 'mine of the future', and supporting economic diversification across the mining life cycle...	...identifying practical ways to reskill, retrain and build new enterprises following mass unemployment and major structural shifts in employment patterns.
Developing new water and energy supply infrastructure that is also made available to communities; investing in renewable energy; investing in water and energy efficiency...	...ensuring continuity of access to basic services for communities, strengthening the capacity of other stakeholders to provide this access, and supporting community resilience to climate change.
Being transparent about tax payments ¹increasing trust in powerful societal actors.

¹ As an example of tax transparency: in a survey conducted by PwC for ICMM on member payments of corporate income tax and royalties between 2013 and 2017, it was found that companies had paid over US\$100 billion to public finances in the 50 countries they operate in. See also [EITI](#).



The pandemic is highlighting and exacerbating structural inequalities based on race, ethnicity, gender and wealth. To be effective, response, recovery and rebuilding initiatives must directly address these inequalities and vulnerable groups.

Of course, the ability to respond quickly and effectively to emergencies is not unique to mining. It is clear that many organisations act and collaborate more quickly and more effectively during times of crisis.⁴ Equally, it is not sufficient for any industry, indeed for any part of society, simply to be able to respond when a crisis hits. It is necessary to address the underlying structural weaknesses and inequalities that led to the

crisis in the first place or that exacerbated its impact – and to act with the same sense of urgency, even when the immediate, visible manifestations of a crisis have passed.

Figuring out how to align and connect short-term response capability with long-term structural considerations is going to be especially important as mining companies, host countries and communities face different phases of COVID-19 in different operations in different parts of the world. There is not a linear transition from response to recovery to rebuilding: these three different phases are occurring in multiple, simultaneous and diverse ways, with different timing and often resurgence, depending on the location.

Equally, the pandemic is highlighting and exacerbating structural inequalities based on race, ethnicity, gender and wealth. At the same time, a key structural inequality the mining sector faces is the regional and remote divide. To be effective, response, recovery and rebuilding initiatives must directly address these inequalities and vulnerable groups. **Box 1** (overleaf) illustrates some of the issues that need to be addressed with respect to gender.

DEVELOPING A MINDSET FOR TRANSFORMATION

Just as COVID-19 has shone a light on the multiple structural inequalities in our economies and societies, it has also, in many cases, reinforced the business case for mining companies to transform and accelerate changes that were already underway in the mining industry (see **box 2**, below).⁵

These included the major structural changes towards greater automation, digitisation and increased remote working, as well as the shift towards greener economies; also a growing focus on ‘benefit sharing’, resource nationalism and local over global for workforces, supply chains and investments. The much-used word ‘transformation’ also speaks to the deeper shifts taking place in mindsets and ways of working – raising questions that go right to the purpose of mining companies. Mining is well positioned to play a role in the long-term transformation of societies and economies: and mining itself is being transformed in the process.

4 TPI (2020) [Fighting side by side against COVID-19](#)

5 ICMM (2020): [COVID-19 crisis will bring lasting change to the mining industry](#)

BOX 1: MINING AND GENDER

Various studies have identified that women are at higher risk of exposure to COVID-19 because they are the majority of workers in the global health and social sector, and customer service and hospitality workforces, as well as being mostly responsible for caring for children, the elderly and the sick (at work and at home). They are also likely to be more vulnerable to economic shocks from the pandemic because they hold more low-paying, part-time, informal or non-paid (housework, child rearing) jobs and are less likely to return to their prior income levels (evidenced from the Ebola epidemic).

As mining continues through the COVID-19 pandemic, mining companies can take a leadership role in promoting gender-inclusion as part of the rebuilding effort. Moreover, companies that address gender-specific vulnerabilities in their rebuilding approaches are likely to amplify their effectiveness. Supporting childcare and remote and flexible work schedules help women (and men) to balance domestic responsibilities with work. Promoting inclusive health messaging that is nuanced to reflect the different roles and risk factors for women can help to protect women.

Gathering gender-disaggregated data on impacts can help shape rebuilding efforts and inform community investment. 'Gender-smart' strategies can lower the costs of procurement, such as PPE.

Local (women-owned) businesses may have the capacity to assemble masks or distribute hand sanitiser, soap or disinfectant to nearby communities, for example. Companies' assistance in facilitating these contracts can result in small business competitiveness, negate the need for procurement from the global supply chain, and contribute to rebuilding local economic resilience.

A partnership between the International Finance Corporation (IFC) and the Government of Canada, is training farming families in mining communities in Peru to adopt improved agricultural, nutritional and health practices. Using a collaborative, public-private model, the training and capacity building is being delivered primarily to women and to enable them to utilise new agricultural technologies. It has increased the empowerment of the women involved, increased household incomes, reduced food insecurity and improved livelihoods.

Source: [CommDev](#)

Promoting inclusive health messaging that is nuanced to reflect the different roles and risk factors for women can help to protect women.



“The COVID-19 pandemic is the greatest threat to global health in a century, bringing with it inevitable social and economic stress in varying forms across all our countries of operation. Aligned with our Purpose – re-imagining mining to improve people’s lives, we have defined our role in preventing, responding to, and recovering from the effects of the pandemic, whilst protecting the integrity of our business.

The health and safety of our employees, their families and communities are important to Anglo American. We therefore quickly developed and implemented our WeCare global response programme to support the lives and livelihoods of our workforce and host communities through this time, and help address the health, social and economic impact of the COVID-19 pandemic.”

Cas Badenhorst, Anglo American

Many governments are looking to mining as one of the key sources of revenue and stability in these uncertain times. Some countries are so heavily reliant on mining that governments depend on the ongoing viability of mines to protect national economies during the current and future uncertainty. Governments in Canada, Australia, South Africa, the Philippines, Peru, Brazil and Colombia, for example, have declared mineral exploration, processing, and related supply of goods and services, as ‘essential services’.⁶ Mining’s multiple-decade commitment to specific locations often make mining companies a dependable

⁶ Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (2020) [The Impact of COVID-19 on Employment in Mining](#)

development partner, an ‘anchor institution’ for a local economy.⁷ The industry provides jobs and other development benefits in mining-dependent countries and the remote communities where many operations are located, and its products are at the start of the supply chains that feed almost all aspects of everyday life — from agriculture and healthcare to energy supply and transport.

Just as mining-dependent governments will continue to rely on export earnings, mining supply chains and tax and royalty payments to help shore up their economies, it is clear that the world’s demand for mining and metals products is not likely to reduce any time soon. As coal is phased out and renewable energy phased in, the profile of key commodities and products will change, but overall demand is likely to increase.⁸ And, since many of the most accessible sources of minerals have now been extracted, mining operations are often located in some of the world’s most biologically sensitive and socially marginalised regions. This means that the mining industry has a relationship with, and special commitment to

⁷ ICM (2020) [COVID-19 and mining dependent countries](#)

⁸ World Bank (2020): [Minerals for climate action: The mineral intensity of the clean energy transition](#)

BOX 2: THE BUSINESS CASE FOR TRANSFORMATION

In determining which actions to pursue in responding, recovering and rebuilding from COVID-19, companies might look to the value drivers of transformation to guide decision making. Companies might ask, what actions:

- contribute to a differentiated operational strategy?
- contribute to long-term sustainable social outcomes and provide opportunities for collaboration?
- advance equality, diversity and inclusivity?
- contribute to climate action, water preservation, energy transformation?
- help companies reimagine work, workers and the workplace?
- advance companies’ analytical and AI decision making aspirations?
- advance digitisation across the company and supply chains?
- satisfy increased demand for provenance and product stewardship?

“For a sustainable and lasting positive impact of industry to happen in a place, industry needs a different mindset from the recovery and response mindset. It needs different forms of stakeholder engagement, a commitment to getting things done more slowly – and sometimes more painfully – if needed, to ensure that governments and institutions are truly on board.”

Janne Kaiser-Tedesco, GIZ

communities that is rare in the private sector. As such, expectations from both communities and governments are likely to continue to grow. The industry will need to work strategically with local partners to strengthen institutions and public services, address structural inequalities and transform economic and social outcomes in a manner that has measurable business benefits as well as development impact.

Until now, mining has arguably not harnessed the formidable array of resources, capacities and experience at its disposal, to benefit the widest possible range of stakeholders across entire value chains. At the same time, mining’s stakeholders and partners can do even more to play their own role in leveraging their capabilities and partnering with the industry to show how this ‘formidable array’ can be put to work for the broader public good. As leading companies have demonstrated time and again, effective collaboration depends on creative combination of resources, through trust-based relationships, towards shared objectives.

CONTRIBUTING TO SYSTEM LEVEL IMPACT

There will continue to be a crucial need for individual community-level projects and programmes supported by individual mine sites or companies. At the same time, the pandemic has reinforced more than ever, the need for system-level solutions. As outlined above, it has

highlighted and exacerbated deep-seated structural inequalities and system failures in many countries.

Health systems, even in OECD countries, were not prepared for a pandemic of this scale and global scope. In many cases they are inadequate to deal with a combination of COVID-19 alongside other infectious and chronic diseases and the ongoing need for improved maternal and childcare. Likewise, food systems in many cases have been struggling to link producers with consumers. The World Food Programme estimates that acute hunger could almost double by the end of 2020 as a result of the pandemic, putting an additional 130 million lives and livelihoods at risk.⁹ Social protection systems have also proven to be inadequate in many countries as millions of people find themselves out of work or earning lower incomes. The lack of financial and economic resilience in both households and communities is likely to worsen in the absence of concerted joint action by the public and private sectors. Stark inequalities in digital inclusion have become impossible to ignore – both from the perspective of small and micro-enterprises and smallholder farmers as well as students and workers trying to gain employable skills. Meanwhile, the ongoing march of climate change and its negative consequences for vulnerable populations continues to point to a need for more resilient and low-carbon energy systems.

“The COVID-19 pandemic has held a mirror up to us all, exposing inequalities and vulnerabilities throughout society. We need to focus on the critical importance of cross-sector collaboration in order to build forward better towards a greener, more equal, and more resilient future post COVID-19.”

Nicky Black, ICMM

⁹ World Food Programme (2020): [Risk of hunger pandemic as coronavirus set to almost double acute hunger by end of 2020](#).



“We need to look at transformation of partnerships, also transformation around skills networking. There is specific subject matter expertise in mining (i.e., aspects of health) that even some governments don’t have access to, so we can create new partnerships to transfer skills, to make them available to government where they don’t have the money or the will to create that capacity.”

Cas Badenhorst, Anglo American

Addressing systemic challenges is primarily the responsibility of governments. In many situations, however, governments lack the resources, capabilities or political will to address such deep-seated issues that require multi-dimensional solutions and long-term timeframes.¹⁰ Mining companies can work collectively with each other and with leading corporations in other sectors, especially agribusiness, digital tech companies, financial institutions, energy, infrastructure, consumer goods and health companies, to help address at least some of the systemic challenges that have been thrown into sharp relief by the pandemic. Such structural challenges will continue to undermine lives, livelihoods and learning in the future, even in the absence of future shocks such as climate change, new pandemics and financial crises.

There is also an opportunity for mining and other companies to work in partnership with some of the global donor-led or national government-led relief and stimulus packages that will be implemented over the coming months and years to make sure that there is sufficient support directed towards strengthening local institutions and community-led efforts and to reach vulnerable people.

Eight areas where there is potential for increased collective action by mining companies alongside other businesses and government or NGO

and community partners are:

- Local and national economic diversification initiatives.
- Financial inclusion and resilience, especially for small and micro-enterprises.
- Skills development and diversification, including digital and other technology-driven skills.
- Digital inclusion initiatives to improve lives, livelihoods and learning.
- Strengthening local health systems, clinics and community health workers.
- Supporting local or national public health awareness and hygiene programmes.
- Strengthening local food systems, security and nutrition, especially small-scale farming, processing and retailing.
- Investing in shared infrastructure initiatives to enhance energy access, transportation and watershed management.



¹⁰ Lisa Dreier, David Nabarro and Jane Nelson (2019) [Systems Leadership for Sustainable Development: Taking action on complex challenges through the power of networks](#).

See also Jane Nelson (2020) Coalitions for Change: Collective action to drive scale and systemic impact. (Forthcoming)

COMMUNICATION, COORDINATION AND COLLABORATION

A 'transformation' mindset and efforts to achieve system-level impact requires new forms of communication, coordination and collaboration, at multiple, linked levels:

- **within mining companies**, to ensure that short-term site-level crisis response action is strategically linked wherever possible to long-term structural and systemic priorities, and looking at both upstream and downstream opportunities;
- **between mining companies**, to ensure that collective action and collective policy engagement advocacy, in service of the most vulnerable, takes place wherever possible, and to ensure that the leadership examples of the most responsible companies are followed by others including smaller companies and state-owned enterprises;
- **across industries**, to ensure that those industries closely related to mining such as agriculture, manufacturing, construction and infrastructure, are also looking 'beyond the fence line' to harness the extraordinary potential that comes when

"Those of us who have been responsible for outbreak responses have learned that we have to make a point of working together in ways that recognize our interdependence and reflect our respect for each other. This applies regardless of who we are, the nation we come from and our affiliations. We have learned that we do best if we are willing to share what we know (and do not know) openly with each other and do all we can to ensure that no person, no community and no nation is left behind.

David Nabarro, Special Envoy to the World Health Organization Director General on COVID-19

"We don't know what we don't know about what other sectors have tried. We are trying to understand what we don't know. Finding opportunities to have cross-sector learning is something we have not done well up until now. Big miners have tried a lot of things – some have worked well, and some have not – being transparent about both sides is useful, and cross-sector conversation at the grassroots level is important."

Nick Cotts, Newmont

diverse perspectives join together, such as mining and technology companies, or mining and insurance companies, or mining and agribusinesses (see **box 3**).

- **between stakeholders**, so that mining companies partner much more systematically with governments, NGOs, UN agencies, foundations, social enterprises, academia and others to minimise the risk of future crisis and build the resilience of the most vulnerable.

This mindset and way of working calls for an unusual and paradoxical form of leadership which combines courage and humility; the commitment to act with a dedication to listening and learning; and a determination to be proactive and decisive coupled with a recognition that no single entity or sector has all of the answers.¹¹ A willingness and appetite to look 'beyond the fence line' does not come easily in all cases, especially in an industry where incentives, training and experience do not always encourage that way of working. **Box 3**, below, shows how mining and agriculture could connect more effectively.

¹¹ See for example the 'systems leadership mindset' on p. 3 of Systems Leadership for Sustainable Development.

¹² 4SD/ WHO (2020) [The Learning and Leadership we need to overcome COVID, with equity](#)



BOX 3: BETTER CONNECTING MINING AND AGRICULTURE

The crisis has highlighted an opportunity that has long existed but that may become more urgent in the effort to recover and rebuild stronger economies and communities. This is **the opportunity for mining and agricultural companies to collaborate to reduce poverty and strengthen communities through landscape-wide and land stewardship initiatives.**

Mining companies have included investment in small-scale farming in their efforts to contribute to a sustainable post-mine economy for decades, both as a part of community development and mine closure programmes. Mining and agri-business companies

have long lifecycles and thus a long-term presence on the land. Understanding regional development plans and the contributions of the different sectors is a critical ingredient in long-term, land-based economic development and sustainable livelihood projects. Aligning around social investment and community development approaches can strengthen dialogue between companies, sectors and governments; provide a focus for donors interested in livelihood or micro-finance programmes, for example; and be more impactful where shared or complementary resources are leveraged.

Moving forwards, since many mining operations are based in areas where agriculture forms the basis of the rural economy, there are many potential synergies with agribusiness companies that are also interested in building long-term community resilience.

Further information: [A shared role in poverty alleviation and land stewardship](#), WBCSD. Thanks to Ruth Thomas from the Global Agribusiness Alliance who featured on a panel alongside ICMM at a Business Fights Poverty event convened during the development of this document.

A FRAMEWORK FOR PRACTICAL ACTION

The remainder of this report sets out some of the practical actions that are being taken by mining companies now, and could be taken going forward. They cover short-term, reactive **response** and **recovery**, and long-term, proactive **rebuilding** actions, across three areas of: **lives (health and safety)**, **livelihoods (jobs and incomes)** and **learning (education and skills)**. This *Building Forward Better Framework* sets out actions across core business capabilities and activities; strategic community investment; and policy engagement, advocacy and support for institution strengthening.

RESPOND AND RECOVER SHORT-TERM ACTIONS

ACROSS ALL DIMENSIONS

LIVES, LIVELIHOODS & LEARNING



- Document and share the results and lessons learned from short-term actions to enable replication elsewhere.
- Where possible, align short-term response and recovery and long-term socio-economic development priorities, eg donating equipment to hospitals while also providing ongoing training for staff in use of equipment so the benefit will stretch beyond COVID-19 and enable hospitals to better manage other diseases.



ACTIONS

LIVES:
HEALTH & SAFETYLIVELIHOODS:
JOBS & INCOMESLEARNING:
EDUCATION & SKILLS

CORE BUSINESS

Put people first. Identify vulnerable stakeholders in the company's operations, value chain and communities. Identify the most salient human rights and economic risks they face and develop plans to address these through enhanced policies, processes, products, services, technologies, financing mechanisms and business models.

Ensure health and safety of employees, contractors and other stakeholders directly impacted by the business, prioritising the most vulnerable.

Work with suppliers to repurpose manufacturing facilities to support response.

Leverage and repurpose other corporate capabilities and assets such as laboratories and health centres.

Contribute to the development and sharing of testing facilities.

Give returning employees and rotating employees departing for home access to mental health and wellbeing tools, and health and safety programmes.

Help disseminate evidence-based information on health and tackle the spread of misinformation on COVID-19 and vaccine use.

Extend access to paid sick leave, support remote working, and support hourly employees and contractors financially.

Support small-scale suppliers by, for example, changing payment terms and conditions to address short-term cash flow issues.

Maintain rigorous ethics and compliance systems to limit increases in price gouging, counterfeiting, corruption and other unethical activities that damage smaller businesses and low-income consumers the most.

Provide small business suppliers or retailers with health information and resources to use with their employees and/or customers to help them safely reopen.

Help employees with training, new digital skills and opportunities as work patterns shift.

Increase access to digital learning platforms and video conferencing technology, and explore collaboration opportunities with data providers.

Provide advice and learning resources to small businesses. in the community.

Share socio-economic information to help governments and other organisations to understand potential weakness, gaps, and areas requiring support. and work to ensure a digital divide does not preclude equitable stakeholder engagement and consultation.

COMMUNITY INVESTMENT

Explore ways to leverage strategic community investment and employee engagement to support the most vulnerable and ensure that community voices are heard.

Prioritise the food security, shelter, health access, and water and sanitation needs of the most marginalised stakeholders, including minority-owned suppliers, Indigenous and low-income communities and migrant workers.

Provide ambulances, access to company health facilities, hygiene supplies, medical equipment and PPE to health authorities.

Contribute to community PPE needs either through donated PPE or by accessing mining supply chain and purchasing power.

Support health and social workers to reach work by donating food, PPE equipment and other resources, and providing buses and other forms of transport.

Provide flexible, emergency or unrestricted support grants to non-profit organisations working on the health crisis and other social challenges at the community level such as food banks and shelters.

Support workers' and wider community access to COVID-19 testing and the vaccine when it becomes available, especially for those who are most vulnerable.

Provide cash grants or emergency loans to small businesses.

Support enterprise development programmes and community-based economic diversification and financial services organisations, focusing on areas worst hit by the crisis.

Bring capacity (knowledge/expertise) to ensuring small business viability during crisis and beyond.

Help SMEs to understand what support is available and to apply for bank loan concessions, government grants, etc.

Provide money, food programmes, technology, transportation etc. to keep children at school or enable online learning during the crisis and economic hardship.

Provide free access to learning content and platforms for children, as well as for workers and others in the community.

Support local learning/ education initiatives that enable continuity of provision by colleges, higher education institutes and apprenticeship schemes.

Support organisations that train and empower teachers and other education providers.

POLICY ENGAGEMENT

Engage in policy dialogue, awareness-raising and institution-strengthening partnerships to support those who are most vulnerable.

Engage with governments to understand and mitigate food security risks alongside health risks.

Work with governments to support the science-based phased easing of lockdown measures.

Support government efforts to reduce post-lockdown risks via, for example, extended testing and contact tracing.

Engage governments and workers' representatives to review required hygiene and other occupational health and safety measures and procedures in different mining contexts to enable safe working options.

Advocate for governments to support better workers' protection, small businesses and social safety nets as part of economic support packages.

Advocate for trade and open borders for essential products and services.

Make the case for governments to incentivise new working patterns such as staggered work times, flexible working and remote working to ease the transition back to work and reduce pressure on public transport.

Ensure that ongoing economic relief packages support the most vulnerable households and small businesses.

Work with governments to ensure mining taxes and royalties are directed to social services and areas of greatest need.

Work with governments and other partners on supporting teacher training and ensure that low-income households and students have better technology access.

Seek to bring governments into partnerships on digital inclusion, encouraging governments to co-fund or host learning content and learning platforms for the most vulnerable.

COMPANY EXAMPLES*

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Freeport-McMoRan in North America has donated thousands of medical items to hospitals, medical clinics and organisations in six tribal nations.

Freeport-McMoRan's Cerro Verde operations in Peru have provided buses to ferry healthcare workers after public transport was halted and contributed towards the purchase of 500,000 test kits and ten non-invasive CPAP ventilators.

Newmont established a USD20 million community support fund to help host communities, governments and employees combat the COVID-19 pandemic. The fund prioritises health, but is also contributing to economic recovery and stability amongst small and medium enterprises in host communities.

Polyus has established a RUB1 billion fund (US\$14.35 million) with the Far East Development Fund (FEDF) to finance activities to prevent the spread of the virus.

Teck has established a dedicated community investment fund for supporting local organisations affected by COVID-19 (such as healthcare and social services).

Vale has pledged BRL2.8million (approx US\$540,000) to support several action fronts for indigenous groups, such as quarantine units including a centre for the Awá, Guajajara and Ka'apor indigenous communities.



Community investment



+ *Lives/Learning*

Vale Institute of Technology (ITV) and **Fiocruz** is carrying out some of the most extensive genome sequencing of the COVID-19 in Brazil. Both institutions have collected at least 1,000 samples of the virus with the view to producing knowledge around vaccine and medicine that will reduce the impact of the disease; foster epidemiological studies; correlate genetic variations of the virus and the clinical history of the disease; and develop more accurate diagnostic tests. Vale will invest R\$ 2.4 million in the research, to be developed in two years, starting in June 2020.



Community investment

+ *Livelihoods*

Alcoa is providing over US\$420,000 to ensure local people have food and access to key support services in Western Australia.

Anglo American is donating 6,000 food parcels per month to vulnerable households in South Africa, 9,700 food packages to families in Moquegua and 4,350 meal packs a day to health employees and volunteers, the army and police in Peru.

Barrick has committed US\$275,000 to support local communities in Nevada with food supplies and other necessities, particularly those most impacted by COVID-19.

Glencore's Grupo Prodeco team has worked with local organisations to support vulnerable families by donating 4,700 provisions kits in Colombia.

Gold Fields' South African Executive Committee members donated a third of their salaries for three months to the country's Solidarity Fund, established to support the most vulnerable affected by the disease and associated lockdown. Employees were given the opportunity to donate a salary percentage to the same fund or similar charitable initiatives.

MMG in Las Bambas (Peru) has donated food and basic necessity packages to almost 6,000 families in the communities in the Apurimac region and communities in the region of Cusco.

Newmont in Canada assisted a First Nations community to complete its annual harvest without bringing in people to assist from outside the community (as is usually the case but considered high risk in the face of COVID-19). The harvest was completed, the community received its annual income and people were kept safe.

Hydro has donated BRL2.8 million (US\$500,000) in food baskets to municipalities where they operate in Brazil.



Community investment

+ *Learning*

Vale, Hospital Israelita Albert Einstein, and **Rede Mater Dei de Saúde** launched an initiative to support open innovation solutions that mitigate the impacts of the COVID-19 in society. The initiative received 1,858 solutions and approximately US\$ 1 million will be allocated to nine Brazilian and two Canadian solutions.



Community investment

+ *Learning*

Barrick Gold in Papua New Guinea is engaging with the Enga Provincial Health Authority to determine gaps in capacity and how the Porgera Mine can respond.

BUILD FORWARD BETTER

LONG-TERM TRANSFORMATIONAL ACTIONS AND WAYS OF WORKING

ACROSS ALL DIMENSIONS

LIVES, LIVELIHOODS & LEARNING



- Undertake active and ongoing internal and external review of lessons learned during 'response and recovery' phase.
- Make all available connections between short-term response and long-term structural and systemic priorities at site, national and global levels.
- Make publicly available, in an accessible form, all internal guidance, tools, resources and lessons learned where there is a strong public good dimension



ACTIONS

LIVES:
HEALTH & SAFETYLIVELIHOODS:
JOBS & INCOMESLEARNING:
EDUCATION & SKILLS

CORE BUSINESS

Mining can help reduce poverty through direct and indirect employment, sourcing goods and services locally and the payment of taxes and royalties, which enable the development of essential social and economic infrastructure.

Plan ahead for how worker health and workplace hygiene will be permanently improved.

Redraft existing policies in light of the large array of new risks that have been identified related to remote working and policy responses needed, such as on sexual harassment and domestic violence.

Accelerate commitment to better gender balance.

Broaden the focus of health and safety to establish corporate wellbeing and mental health programmes.

Accelerate the review of health and safety implications of the 'mine of the future' (i.e. remote working, automation, robotics) and reducing the need for full fly-in-fly-out (FIFO) operations, close working conditions, etc.

Review policies and practices on human rights, and environmental and social due diligence to ensure they remain adequate to meet stakeholder expectations in the post-COVID-19 realm.¹

Support workers' access to a vaccine when it becomes available.

Apply the 'employment risk heatmap', developed by the Intergovernmental Forum on Mining, Metals and Minerals for Sustainable Development (included in their publication, *The Impact of COVID-19 on Employment in Mining*, included in the Resources Section at the end of this report).

Prioritise mine closure planning from the outset of mining projects.

Prioritise benefit-sharing arrangements with Indigenous and other marginalised communities to increase a fair and optimal mix of social and economic outcomes from mining activities.

Strengthen connections and reduce obstacles between suppliers, mines and providers of finance.

Assess gender balance at all levels of the organisation and identify areas that require greater balance. Set gender diversity targets, monitor and evaluate progress.

Evaluate the supply chain and develop gender-sensitive criteria for qualified vendors to improve outreach to and development of women-owned businesses.

Assess opportunities to work with other sectors/stakeholders to align interests, engage with government and donors, and leverage complementary shared resources.

Share data from environmental and social studies (baselines/impact assessments, etc) and technical studies where possible, with communities, governments and civil society, to improve decision making around regional economic and social development.

Upskill current employees in ways of working remotely.

Reskill employees for participation in other industries/job opportunities as automation is fast-tracked as a health and safety response to COVID-19.

Support the growth and evolution of online conferences and events to replace the traditional model of large in-person gatherings.

Support the building of partnership and collaboration skills both within the company and amongst stakeholders.

Identify opportunities to support the transition to a digital world, using technology to share information with stakeholders (ensuring personal data is protected), to increase/improve communication with stakeholders, and to build skills in and access to technology.

Revise the nature and quality of relationships with local and regional government ensuring 'long-term' and 'trust' remain key objectives above the day-to-day transactional needs.

Document and share lessons from the crisis about effective collaborative working and adjust internal systems and processes in response.

Assess opportunities to share data in real-time, modelling, predictive forecasting, AI etc, with stakeholders to improve decision making and collaboration².

COMMUNITY INVESTMENT

Mining can support the long-term resilience, inclusivity, sustainability and equity of host communities and nations.

Partner with local authorities and donors to reduce poverty and invest in public health and wellness programmes in mining communities.

Strengthen and apply strategic lessons from corporate community foundations.

Connect those responsible for emergency response and recovery, with those responsible for long-term social and economic development programmes.

Build on the COVID-19 experience to enhance employee volunteering programmes.

Make land available for community health and wellbeing, reforestation, renewable energy and enterprise development following mine closure.

Use community investment strategically to support system-level impacts for small businesses and workers, as well as to enhance livelihoods and the economic and financial resilience of households.

Continue to recognise, support and improve livelihoods for essential workers and first responders.

Support programmes that provide reskilling/training for young people to build resilience.

Collaborate with NGOs, local educational authorities and other organisations to improve the quality of education in primary and secondary schools within a mine's area of influence.

Partner with youth engagement organisations to understand and prioritise the learning needs of young people.

Support initiatives to train and empower teachers.

Support local civil society reskilling and retraining schemes.

¹ The EU's [European Green Deal](#) includes mandatory human rights and environmental due diligence for companies.

² World Economic Forum (July, 2020). Digital transformation: powering the great reset. "Future decisions will increasingly be made "at the edge" by front-line employees who are close to consumers, and distributed across partners and automated machines. Granular, real-time data and predictive forecasting will enable intelligent decisions at the edge to deliver personalized services and forge new collaborations."

POLICY ENGAGEMENT

Mining companies, working individually and collectively, can partner with other types of companies, governments, NGOs, international institutions, UN agencies, universities, social enterprises and academia to address the structural and systemic weaknesses and inequalities that were exacerbated by the COVID-19 pandemic, and reduce the risk of future global crises.

Prepare for/mitigate risks of a resurgence of COVID-19 and other public health crises and support hygiene behaviour change.

Advocate for the use of antimicrobial metals in public infrastructure to prevent bacteria and viral spread.

Partner with governments, civil society and communities to strengthen health systems, food systems, infrastructure and access for the most vulnerable.

Partner with governments and civil society to accelerate action on climate change.

Advocate for mining countries to ratify the ILO Safety in Mines convention

Advocate for continued social protection and social security for the most vulnerable.

Advocate for governments to support better workers' protection, small businesses and social safety nets as part of support packages.

Advocate for continued trade and open borders for essential products and services, especially food and medicines.

Work in partnership with other companies, governments, donors and civil society to build a supportive ecosystem for small businesses and workers to help them better withstand future shocks and, where possible, reduce the likelihood of shocks occurring.

Strengthen education systems in collaboration with teachers, unions, technology companies, governments and international institutions.

Work with governments and other partners on supporting digital inclusion.

Assess company policy positions on equality and consider how they can contribute to the development of social protection policies with safety nets such as universal health coverage / universal basic income.

Partner with governments and universities to strengthen future skills and wider preparedness for the future of work.

QUICK GUIDE TO COLLABORATIVE APPROACHES BETWEEN MINING AND OTHER INDUSTRIES IN 'BUILDING FORWARD BETTER'

STEP 1: REFLECT

Check your internal culture, leadership, systems and processes are in place to partner effectively with other industries.¹³

STEP 2: DEFINE

Listen to the community, define a specific strategic problem / opportunity / need (see below).

STEP 3: REVIEW

Explore which other industries, linked to that community, may recognise that strategic problem / opportunity / need.

STEP 4: MAP

Creatively map and combine resources, and move as soon as possible to action, with a learning mindset.¹⁴

LIVES

- How to strengthen healthcare systems? Explore the experience of other industries with long-term investments, as well as pharmaceutical and healthcare companies.
- How to strengthen resilience of food systems? Explore the experience of agribusiness companies, and initiatives like the WEF's Future of Food initiative and Global Alliance for Improved Nutrition's Scaling Up Nutrition Business Network.
- How to create affordable housing for workers and communities? Explore the experience of those in the construction and infrastructure industry.
- How to tackle gender-based violence? Explore the experience of other sectors active on this issue, such as the alcoholic beverage and garment industry.
- How to improve community access to hygiene? Explore the experience of consumer goods companies and organisations such as the Toilet Board Coalition.

LIVELIHOODS

- How to tackle the systemic barriers that face micro, small and medium enterprises? Explore the experience of international and national companies with supply or distribution chains in your communities, or networks such as the Aspen Network of Development Entrepreneurs.
- How to strengthen the livelihoods and resilience of smallholder farmers? Explore the experience of the agribusiness sector and organisations such as the Global Agribusiness Alliance.
- How to provide digital payment systems for women or minority-owned suppliers? Explore the experience of financial services companies and organisations such as the Better than Cash Alliance and GSMA.

LEARNING

- How to strengthen education and training systems? Explore the experience of other long-term investors, as well as education companies.
- How to support the upskilling and reskilling of workers to prepare for the future of work? Explore the experience of education companies and digital learning platforms.

13 See [Fit for Partnering](#) framework

14 See [Rapid Innovation through Partnering Toolkit](#)

COMPANY EXAMPLES*

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Core Business + Lives

Anglo American's Responsible Sourcing Standard for Suppliers details performance expectations across six pillars (labour and human rights, health and safety, wellness, business integrity and ethics, environmental stewardship, and corporate citizenship).

Anglo American's board approved, in 2017, the inclusion of two climate-change-related targets into the remuneration plan for the company's senior executives.

Rio Tinto is a founding member of the Australian Male Champions of Change, a group established to elevate gender equality.

Core Business + Livelihoods

Newcrest Mining in Papua New Guinea worked at building resilient communities around its Wafi-Golpu project. Their engagement led to an agreed and shared vision for agribusiness development in the surrounding area where cocoa was an existing cash crop. Newcrest partnered with an NGO to give technical support to local farmers in order to establish a hybrid seeding nursery and improve cocoa quality.

Teck has supported UN Women, since 2016, to implement the Originarias program, which contributes to greater economic and social participation of Indigenous women in the Tarapacá Region of northern Chile. Through this program, 70 Indigenous women from surrounding regions have been engaged to identify their economic empowerment needs.

Vale in Brazil operates a web portal that links suppliers, banks and Vale. While enabling suppliers to register their contracts with Vale and keep track of their invoices, this online tool also facilitates access of Vale's suppliers to financing for working capital and investment in their operations.

Community Investment + Lives

At **Antofagasta's** mining operations at Minera Los Pelambres in Chile, prompted by a local water crisis, a four-year bottom-up partnership process between the company and multiple local stakeholders has resulted in a 'new form of communication' and a whole series of new initiatives that have benefited the local community.

Glencore's subsidiary Prodeco works in partnership with Colombia's State Department for Social Prosperity (DPS) to facilitate community investment projects intended to reduce poverty in the Cesar region of the country.

Community Investment + Livelihoods

Gold Fields' South Deep mine in South Africa is collaborating with LIMA Rural Development Foundation to implement a mine community farming enterprise development programme.

Gold Fields and **Sibanye Stillwater** have developed a partnership agreement to align social investment projects for optimal benefit of their mutual host communities in South Africa.

Teck provided the land and site infrastructure for the solar power facility SunMine, which opened in 2015 and was built on Teck's fully reclaimed Sullivan mine site in Kimberley, Canada. Teck contributed US\$2 million towards its construction of the facility.

Community Investment + Learning

Freeport-McMoRan Foundation supports teachers at Eagle County School to be trained in a comprehensive wellness and prevention plan that helps young people learn coping and resiliency skills.

Teck, since 2013, has been providing support to the Forum for Women Entrepreneurs (FWE), a Canadian charity supporting female entrepreneurs through mentorship and education. Founded in 2002, FWE has helped over 5,500 female business owners in Canada overcome obstacles and operate successful businesses.

Vale, in China, is a partner to the Hope School Initiative. The four Hope Primary Schools, funded by the company, benefit around 2,000 students and teachers in China's earthquake-hit areas. In May 2020, Vale donated 80,000 masks, thermometers, daily hygiene necessities and laptops to these schools. This donation is helping them safely reopen after the COVID-19 pandemic.

RESOURCES

COMMUNITY / SITE-LEVEL

[MCA Resources Sector National COVID-19 Response Protocols](#)

This document provides commitments to protect and support the minerals workforce, supplier partners and remote Aboriginal and Torres Strait Islander communities during the pandemic.

[MCA COVID-19 Remote Aboriginal and Torres Strait Islander Community Response Framework](#)

This framework provides suggestions to assist companies in supporting community-led responses across different pandemic phases.

[Ghana Chamber of Mines: Guidelines responding to the outbreak of COVID-19 in Ghana](#)

These guidelines help mining companies in Ghana and similar jurisdictions to respond to COVID-19.

NATIONAL

[Standard Operating Procedure for Minerals Council South Africa Mines: Following COVID-19 Lockdown](#)

This Standard Operating Procedure has been developed to assist in preventing the transmission of COVID-19 in South African mines.

[COVID-19 Testing and Screening: Public Health Advice and Mining Association of Canada Member Practices](#)

This document includes advice from public health agencies and information on current industry practices to manage the risk of COVID-19 at mine sites.

[An Australian Perspective: First Nations Leadership, Minerals Industry Approach and Working Together During the COVID-19 Pandemic](#)

In this presentation, Professor James Ward, in association with the Minerals Council of Australia, shows how mining companies in Australia worked together with First Nations Leadership to deal with COVID-19.

[Mining tax policy responses to COVID-19](#)

Guidance for governments of resource-rich countries in designing balanced tax policy in response to COVID-19.

GLOBAL

[COVID-19 Pandemic: OECD Strategic Response](#)

This document discusses how to emerge from the crisis as quickly and smoothly as possible, as well as to pre-position our economies and societies for the new and different global and national challenges that must be confronted after the health crisis has passed.

[COVID-19 and the World of Work: Impact and Policy Responses](#)

The International Labour Organization offers its assessment concerning the possible impacts of COVID-19 on the world of work and proposes a range of policy options to mitigate these impacts and facilitate strong and fast recovery.

[The Trade Policy Response to Covid-19: A Call for Urgent OECD Action](#)

In this statement, the Business at OECD group urges governments to ensure a coordinated, coherent and cooperative international response as the only way to meet the challenge of a global pandemic and maintain trust in the global trade and investment system.

[The Impact of COVID-19 on Employment in Mining](#)

This briefing note from the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development looks at the impact of the pandemic on employment in the mining sector and provides an overview of immediate responses taken by governments and mining companies.

[COVID-19: Impacts on the European Metals Industry](#)

Description: This paper explains the industry's situation in Europe and why the European Union will be essential to maintain the viability of Europe's metals value chain and its supply of essential material to key strategic sectors.

[Unlocking opportunities for women and business: A toolkit of actions and strategies for oil, gas and mining companies](#)

A practical toolkit developed by the International Finance Corporation covering gender diversity at board level; women-owned business and the supply chain; women and community engagement; and addressing gender-based violence in the workforce.

[Gender and COVID-19: Key Considerations, Resources and Support for Infrastructure and Natural Resource Companies in Emerging Markets](#)

A practical toolkit from CommDev setting out immediate measures to invest in the safety and wellbeing of the workforce and longer-term measures to support key stakeholders, including suppliers and communities.

[Business and COVID-19: Response, Recover and Rebuild Better](#)

A collection of resources and toolkits to inform companies' decision making, developed by Business Fights Poverty with the Harvard Kennedy School Corporate Responsibility Initiative, with the support of the UK's Department for International Development and a number of corporate partners.

[Safeguarding worker health and ensuring business continuity in agriculture value chains](#)

To facilitate peer learning around best practice in responding to COVID-19 at the field-level, WBCSD's Global Agribusiness Alliance (GAA) hosted an online convening for members and partners. This note summarises the key insights.

[Valuing Respect](#)

A global collaborative initiative led by Shift, to research and co-create better ways of evaluating business respect for human rights. Includes a series of tools and insights.

[Principles for a strong response to COVID-19 Food Systems Security](#)

Working with members and partners, WBCSD has identified seven Principles of a Strong Response to guide effective, responsible and sustainable business action in the context of COVID-19.

[SDG Partnerships Guidebook](#)

A practical guidebook produced by TPI, setting out why, where and how to develop long-term, high-impact multi-stakeholder partnerships.

[Engaging governments and stakeholders during the Covid-19 crisis and beyond](#)

A case study and best practices, by Critical Resource



Rebuild Better is a collaborative programme of work coordinated by Business Fights Poverty to help companies take action to create an equitable and resilient future.

Find out more and get involved at businessfightspoverty.org



BUILDING FORWARD BETTER

ANNEX

MINING AS A PARTNER IN SUPPORTING MORE INCLUSIVE AND RESILIENT SOCIETIES

COMPANY EXAMPLES

*Dave Prescott, Creative Director, The Partnering Initiative,
Danielle Martin, Adviser, ICMM, Zahid Torres-Rahman, CEO, Business Fights Poverty,
and Jane Nelson, Director, Corporate Responsibility Initiative, Harvard Kennedy School*



RESPOND AND RECOVER

COMPANY EXAMPLES

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Rio Tinto now requires its FIFO workers to arrive at least 30 minutes prior to scheduled departure times to allow for screening, which is overseen by the company's occupational physician.

Sibanye Stillwater is supporting local suppliers in South Africa by financing the purchase of ZAR1 million (US\$57,000) worth of PPE.

Teck provided employees and their families with free access to an on-demand virtual health care service that connects them to a team of primary care providers via a mobile health app. Users can speak with and seek advice from a clinician about medical or mental health concerns.

Core Business + Livelihoods

Anglo American in South Africa has committed to continue paying the salaries of all of 47,000 employees during the 21-day lockdown period.

BHP is reducing payment terms for small, local and indigenous communities during the COVID-19 crisis in Australia.

Gold Fields' South Deep mine in South Africa committed to continue to pay small, medium-sized and microenterprise service providers and small-scale contractors for the period that it was under care and maintenance. Salaries were also paid to the mine's workers during the lockdown.

Newmont in Mexico has supported local truck drivers by paying wages and for the maintenance of machinery during downtime on the proviso that parts and materials are purchased locally, thus extending their positive economic effect. This also secures Newmont's local transport supply chain for restarting operations.

Newmont engaged consultants to assist local business owners to complete the often overwhelming and arduous paperwork associated with accessing government funding and relief payments. This ensured local businesses continued through the pandemic and were ready for operations' restarts.

South32 is engaging with suppliers to understand the impact on their businesses and work with them to help mitigate this where it can.

Teck worked with its unions to implement temporarily reduced crew sizes at its operations, while at the same time ensuring employees continued to be paid during the slowdown.

Vale has announced a series of support initiatives for small and medium-sized businesses affected by the crisis and has advanced payments to these suppliers.



Core Business + Learning

Rio Tinto has committed funding toward the upskilling of out of work apprentices across various industries by covering their fees for a course in automation. This will allow for the enrolment of up to 200 apprentices who have had their apprenticeships suspended or cancelled due to COVID-19.



Community investment + Lives

Anglo American is providing in-kind donations in the different countries where they operate, such as respirators and PPE equipment to the healthcare systems in Brazil.

AngloGold Ashanti in South Africa has donated two hospitals. The first is the fully equipped, 270-bed West Vaal facility near Orkney in the North West province. The second is a West Wits hospital building near Carletonville in western Gauteng.

Barrick Gold's Hemlo mining camp has also committed US\$10,000 to support the local Marjorie House women's shelter and US\$20,000 to Superior Northern Victim Services.

BHP has established dedicated funds to support the response and recovery efforts across the regions where it operates. It has also reviewed its FY21 social investment budget and project pipeline to ensure focus addresses the new impacts associated with and expected as a result of the COVID-19 pandemic.

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Freeport-McMoRan in North America has donated thousands of medical items to hospitals, medical clinics and organisations in six tribal nations.

Freeport-McMoRan's Cerro Verde operations in Peru have provided buses to ferry healthcare workers after public transport was halted and contributed towards the purchase of 500,000 test kits and ten non-invasive CPAP ventilators.

Freeport-McMoRan's El Abra affiliate in northern Chile has donated three respirators and an advanced emergency ambulance to Carlos Cisternas Hospital, alongside donations of PPE.

Gold Fields is supporting host governments in their programmes and initiatives to mitigate the impact and contain the spread of COVID-19. Donations have been made to initiatives coordinated by mining associations in Australia (US\$150,000), Ghana (US\$433,891) and Peru (US\$165,000). South Deep contributed R15m to the national Solidarity Fund, while Gold Fields staff gave a further R2.1m.

Gold Fields is also supporting host communities by providing direct support to NGOs and other organisations that seek to assist the most vulnerable. This includes donating PPE and prevention items to host communities in Ghana, South Africa and Peru, including the acquisition of two ambulances for hospitals in Tarkwa (Ghana); conducting communications campaigns in Ghana in which ambassadors have been appointed to intensify messaging about the virus, stigmatisation and gender-based violence; supporting organisations that deliver food to the most vulnerable around its minesites in Australia and South Africa; funding sanitising and healthcare programmes in Chile; producing more than 23,000 booklets explaining the COVID-19 virus and how it can impact people in vernacular languages in South Africa; providing accommodation and food to community members returning home and supporting the repatriation of 22 South African citizens in Peru.

Minera San Cristóbal has made a donation of PPE to the Bolivian Government to support health centres treating cases of COVID-19.

Newcrest Mining in Papua New Guinea is supporting the New Ireland Provincial Health Authority in their preparedness for COVID-19 by donating PPE and essential hygiene supplies.

Newmont established a USD20 million community support fund to help host communities, governments and employees combat the COVID-19 pandemic. The fund prioritises health, but is also contributing to economic recovery and stability amongst small and medium enterprises in host communities.

Hydro has donated medical equipment, property as well as 10 MBRL to support local field hospitals in northern Brazil.

Polyus has established a RUB1 billion fund (US\$14.35 million) with the Far East Development Fund (FEDF) to finance activities to prevent the spread of the virus.

Rio Tinto's Iron Ore Company of Canada (IOC) is supporting Labrador West Intimate Partner Violence Taskforce to support women in abusive situations needing to self-isolate.

Teck has established a dedicated community investment fund for supporting local organisations affected by COVID-19 (such as healthcare and social services).

Teck is working in collaboration with government agencies to procure one million KN95 masks for Canada's healthcare system in British Columbia.

Vale in Brazil has procured and donated five million rapid test kits and more than 30 million pieces of PPE to the Brazilian federal and six state governments.

Vale has pledged BRL2.3million (US\$429,000) to support the construction of several quarantine units for ethnic groups including a centre for the Awá, Guajajara and Ka'apor Indians.

Vale supported the embroidery cooperative in Moatize (province of Tete) in the production of protective masks against COVID-19. A total of 1,700 masks were made to be distributed to the communities surrounding the Moatize coal mine as well as to direct and third-party employees of Vale. The masks were made from capulana and recyclable fabric from Vale's uniform shirts.

Vale has made a range of humanitarian actions as well as various donations for the purchase of personal protective equipment (PPE), health care supplies, hygiene materials, rapid test kits, and the swab test for detecting the virus around the world including: donations of over 340,000 masks, support to organizations fighting COVID through more than \$300,000 in donations including to foodbanks, the United Way, Canadian Cancer Society and health foundations in Canada; contributing 3.3 million RMB for the Red Cross Foundation in China; donated hospital beds, equipment, PPE, an ambulance and rapid test in Indonesia; donated test kits, hospital equipment, thermometers, and PPE totaling 85,000 MYR in Malaysia; donated hygiene materials, hospital equipment, PPE for the health care system, rapid tests and established a 24hour helpline for employees in Mozambique; donated surgical masks,

gloves and other PPE to hospitals and the gendarmerie in New Caledonia; produced hand sanitiser in its own laboratory in Oman; as part of the actions of the Base Metals business in the UK, donated PPE and financial aid to food banks. Among the donations were 20,000 N95 masks to public health services and £20,000 to food banks, all in the Swansea Valley. In Indonesia, the donations include supplies such as hospital beds, equipment, PPE, and ambulance. The direct and third-party employees of this region have been tested (using rapid tests) for COVID-19.



Community investment



+ *Lives/Learning*

Vale Institute of Technology (ITV) and Fiocruz carried out some of the most extensive genome sequencing of the COVID-19 in Brazil. Both institutions have collected at least 1,000 samples of the virus with the view to producing knowledge around vaccine and medicine that will reduce the impact of the disease; foster epidemiological studies; correlate genetic variations of the virus and the clinical history of the disease; and develop more accurate diagnostic tests. Vale will invest R\$ 2.4 million in the research, to be developed in two years, starting in June 2020.



Community investment

+ *Livelihoods*

Alcoa is providing more than US\$420,000 to ensure local people have food and access to important support services in Western Australia.

Anglo American is donating 6,000 food parcels per month to vulnerable households in South Africa, 9,700 food packages to families in Moquegua and 4,350 meal packs a day to health employees and volunteers, the army and police in Peru.

Barrick has committed US\$275,000 to support local communities in Nevada with food supplies and other necessities, particularly those most impacted by COVID-19.

Glencore launched the US\$25 million Glencore Community Support Fund to complement existing efforts and provide the support that communities need most at this time.

Glencore's Grupo Prodeco team has worked with local organisations to support vulnerable families by donating 4,700 provisions kits in Colombia.

Gold Fields' South African Executive Committee members donated a third of their salaries for three months to the country's Solidarity Fund, established to support the most vulnerable affected by the disease and associated lockdown. Employees were given the opportunity to donate a salary percentage to the same fund or similar charitable initiatives.

MMG in Las Bambas (Peru) has donated food and basic necessity packages to almost 6,000 families in the communities in the Apurimac region and communities in the region of Cusco.

Newmont in Canada assisted a First Nations community to complete its annual harvest without bringing in people to assist from outside the community (as is usually the case but considered high risk in the face of Covid-19). The harvest was completed, the community received its annual income and people were kept safe.

Newmont created a business incubation programme aimed at small entrepreneurs who 'applied' for the loans by submitting a video explaining 'my great idea'. As an added incentive, if loan repayments were made on time, entrepreneurs were able to keep the last repayment as a bonus for their success.

Newmont Australia partnered with SecondBite to purchase a forklift truck to help the organisation keep up with increased demand during COVID-19.

Hydro has donated BRL2.8 million (US\$500,000) in food baskets to municipalities where they operate in Brazil.

Community investment + Learning

Vale, Hospital Israelita Albert Einstein, and **Rede Mater Dei de Saúde** launched an initiative to support open innovation solutions that mitigate the impacts of the COVID-19 in society. The initiative received 1,858 solutions and approximately US\$ 1 million will be allocated to nine Brazilian and two Canadian solutions.

Vale produced and/or curated a range of tools to assist its stakeholders to understand more about the virus and how to practice safe social distancing and hygiene habits. Tools included You Tube videos, apps, tips and guidelines.

Policy + Lives

Barrick Gold in Papua New Guinea is engaging with the Enga Provincial Health Authority to determine gaps in capacity and how the Porgera Mine can respond.

BUILD FORWARD BETTER

COMPANY EXAMPLES

Core Business + Lives

Anglo American's Board approved, in 2017, the inclusion of two climate-change-related targets into the remuneration plan for the company's senior executives.

Anglo American's Responsible Sourcing Standard for Suppliers details performance expectations across six pillars (labour and human rights, health and safety, wellness, business integrity and ethics, environmental stewardship, and corporate citizenship).

Rio Tinto is a Founding Member of the Australian Male Champions of Change, a group established to elevate gender equality.

Teck has funded research and pilot projects on the use of antimicrobial copper surfaces to reduce the spread of infections in healthcare facilities through its Copper & Health program.

Core Business + Livelihoods

Gold Fields in Ghana undertook the rehabilitation of the 33km public road that links Tarkwa and Damang mines. At a cost of US\$27m the project brings numerous social and economic benefits to the estimated 100,000 community members living near the road.

Gold Fields' Human Rights and Modern Slavery document educates suppliers about the risks pertaining to slavery and the company's expectations of suppliers regarding alignment with its Values and its Human Rights Policy Statement.

Newcrest Mining in Papua New Guinea worked at building resilient communities around its Wafi-Golpu project. Their engagement led to an agreed and shared vision for agribusiness development in the surrounding area where cocoa was an existing cash crop. Newcrest partnered with an NGO to give technical support to local farmers in order to establish a hybrid seeding nursery and improve cocoa quality.

Hydro has implemented a program to develop their suppliers in northern Brazil. The program consists of several training modules covering administrative, commercial and operational topics, as well coaching support and mentoring throughout the training.

Vale in Brazil operates a web portal that links suppliers, banks and Vale. While enabling suppliers to register their contracts with Vale and keep track of their invoices, this online tool also facilitates access of Vale's suppliers to financing for working capital and investment in their operations.

Community investment + Lives

At **Antofagasta's** mining operations at Minera Los Pelambres in Chile, prompted by a local water crisis, a four-year bottom-up partnership process between the company and multiple local stakeholders has resulted in a 'new form of communication' and a whole series of new initiatives that have benefited the local community.

Glencore's subsidiary Prodeco works in partnership with Colombia's State Department for Social Prosperity (DPS) to facilitate community investment projects intended to reduce poverty in the Cesar region of the country.

Community investment **+ Lives/Learning**

Gold Fields's South Deep mine in South Africa has initiated food security projects involving planting vegetable gardens at high schools in its host communities where food security at a household level is a challenge.

Community investment **+ Livelihoods**

Gold Fields' South Deep mine in South Africa is collaborating with LIMA Rural Development Foundation to implementation of a mine community farming enterprise development programme.

Gold Fields in Ghana has commenced a three-year youth in horticulture production programme in partnership with GIZ which is aimed at creating employment opportunities and improving incomes from youth.

Gold Fields and **Sibanye Stillwater** have developed a partnership agreement to align social investment projects for optimal benefit of their mutual host communities in South Africa.

Teck provided the land and site infrastructure for the solar power facility SunMine, which opened in 2015 and was built on Teck's fully reclaimed Sullivan mine site in Kimberley, Canada. Teck contributed US\$ 2 million towards its construction of the facility.

Teck has supported UN Women, since 2016, to implement the Originarias program, which contributes to greater economic and social participation of Indigenous women in the Tarapacá Region of northern Chile. Through this program, 70 Indigenous women from surrounding regions have been engaged to identify their economic empowerment needs.

Community investment + Learning

Freeport McMoran Foundation supports teachers at Eagle County School to be trained in a comprehensive wellness and prevention plan that helps young people learn coping and resiliency skills

Teck, since 2013, has been providing support to the Forum for Women Entrepreneurs (FWE), a Canadian charity supporting female entrepreneurs through mentorship and education. Founded in 2002, FWE has helped over 5,500 female business owners in Canada overcome obstacles and operate successful businesses.

Vale, in China, is a partner to the Hope School Initiative. The four Hope Primary Schools, funded by the company, benefit around 2,000 students and teachers in China's earthquake-hit areas. In May 2020, Vale donated 80,000 masks, thermometers, daily hygiene necessities and laptops to these schools. This donation is helping them safely reopen after the COVID-19 pandemic.



Rebuild Better is a collaborative programme of work coordinated by Business Fights Poverty to help companies take action to create an equitable and resilient future.

Find out more and get involved at businessfightspoverty.org