

Mining Association of Canada
Towards Sustainable Mining

24th Meeting of the
Community of Interest Advisory Panel
POST-VERIFICATION REVIEW REPORT

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Towards Sustainable Mining
Vers le développement minier durable



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1 Introduction

The purpose of this report is to present the summary of discussions of the MAC Community of Interest Advisory Panel (COI Panel) post-verification review (PVR) for Taseko and Agnico Eagle. Meeting presentations and briefing materials were provided to the COI Panel and are not duplicated in the body of this report.

For more information on the October 2015 Panel Meeting, please see the *October 2015 COI Panel Meeting Report* under separate cover.

This report is organized by the following sections:

- **Section 2:** Overview of Towards Sustainable Mining (TSM)
- **Section 3:** Overview of the TSM verification system and COI Panel post-verification review
- **Section 4:** Results and discussion of the 2015 post-verification review: Taseko
- **Section 5:** Results and discussion of the 2015 post-verification review: Agnico Eagle
- **Section 6:** Key reflections from the 2015 post-verification review
- **Section 7:** Panel feedback on the post-verification review process

2 About the Towards Sustainable Mining (TSM) Initiative

Established in 2004, Towards Sustainable Mining (TSM) is the Canadian mining industry's commitment to responsible mining. It is a set of tools and indicators to drive performance and ensure that key mining risks are managed responsibly at participating mining and metallurgical facilities. By adhering to the principles of TSM, mining companies demonstrate leadership by:

- Engaging with communities
- Implementing world-leading environmental practices
- Committing to the safety and health of employees and surrounding communities

Participation in TSM is a condition of membership in MAC. It requires that members subscribe to a set of guiding principles that are supported by specific performance indicators against which member companies must report their results. All MAC members must report against indicators in the following performance measurement protocols:

- Aboriginal and Community Outreach
- Energy and GHG Emissions Management
- Tailings Management
- Biodiversity Conservation Management
- Safety and Health
- Crisis Management

For more information on TSM, including company scores, governance, and oversight by the Community of Interest Advisory Panel, visit <http://mining.ca/towards-sustainable-mining>

2.1 TSM External Verification System

TSM includes a number of elements to ensure that reported results present an accurate picture of each facility's management systems and performance. Figure 1 identifies the different layers of assurance embedded in TSM.

This report is focused on the final layer: the COI Panel Review. Each year, the COI Panel chooses two or three companies who have undergone an external self-assessment for the post-verification review (PVR) at the October COI Panel meeting.

More information on the TSM external verification system, including the [terms of reference](#) for verification service providers, can be found on MAC's website.

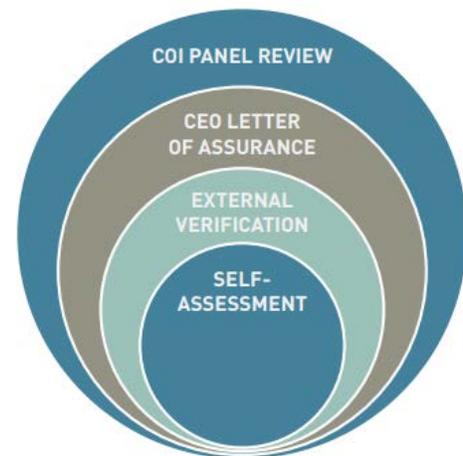


Figure 1: TSM assurance levels

3 COI Panel Post-Verification Review Process

The purpose of the post-verification review is to have the COI Panel lend public credibility to the TSM results by:

- ✓ Engaging in dialogue with the companies undertaking the PVR to identify best practices and challenges on environmental and social issues faced by mining companies and communities;
- ✓ Driving continued performance improvements by identifying both opportunities and impediments to reaching the highest level of TSM performance;
- ✓ Determining whether the member companies are finding the verification process useful;
- ✓ Bringing cohesiveness in the application of the self-assessment and verification processes; and
- ✓ Improving TSM (including the verification process).

The Panel agreed that the PVR process is **not intended to be a “verification of the verification”** undertaken by the verification service providers for each company. Rather it should focus on building a strong dialogue with the companies selected to undergo the PVR process to gain a better understanding of the successes and challenges regarding the key environmental and social issues in mining; to challenge the companies on their performance; and determine whether verification is working as the Panel expected. The PVR process should also allow the Panel to gain understanding in how the TSM indicators translate into real action and build confidence in the verification process.

The scope of the PVR process includes the verification process (design, etc.), the verified results, and lessons learned and changes needed to improve performance identified by the company. The specific protocols of focus for each year's post-verification review are decided by the Panel. A subset of the protocols may be chosen by the Panel for deeper examination in the hope of exploring how companies are taking action to meet the protocol criteria.

The Panel selected Taseko Mines Ltd. and Agnico Eagle Mines Ltd. from the list of companies verifying their 2014 TSM results to undergo post-verification review in 2015.

As part of the process, companies undergoing the PVR are asked to prepare a Company Background Document and webinar presentations to help the Panel understand the company, its verified TSM results, and any relevant background information prior to the Fall COI Panel Meeting. Figure 2 outlines the PVR process.

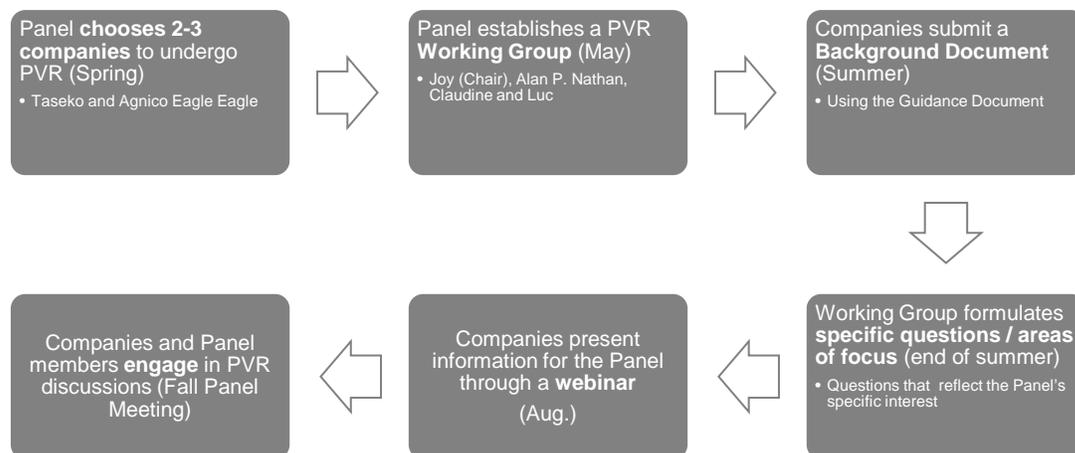


Figure 2: PVR Process 2014

The PVR Working Group reviews the company background documents and decides on the focus areas and approach for engaging with the companies. This year, the PVR Working Group was composed of the following Panel members: Joy Kennedy (Chair), Nathan Lemphers, Alan Penn, Claudine Renaud, Luc Zandvliet and Theresa Hollett.

The PVR Working Group decided on the following themes for the webinar and face-to-face discussions with Taseko and Agnico Eagle. The companies answered specific questions during the webinar and provided additional information on the focus areas to prepare the Panel for the face-to-face meetings.



Webinar topics:

- Corporate culture and management of ESG issues
- Involvement with voluntary CSR initiatives
- Aboriginal employment

Face-to-face meeting focus areas:

- Aboriginal and Community Outreach (including: effectiveness of community outreach; Supreme Court of Canada decision and relationship with Tsilhqot'in First Nation); mine closure; and sharing TSM results with communities
- Climate Change
- Tailings



AGNICO EAGLE

Webinar topics:

- Feedback on TSM
- Additional detail on Agnico Eagle's Responsible Mining Management System
- Mine closure and legacy issues
- TSM scores on biodiversity

Face-to-face meeting focus areas:

- Aboriginal and Community Outreach (including: effectiveness of community outreach; relationship with Aboriginal people in Quebec, and the relationship with communities in Nunavut.
- Climate Change

This report summarizes the information provided by the companies in their post-verification reviews and summarizes the Panel discussion on the presented information.

4 Results of the Post-Verification Review: Taseko



About Taseko:

Taseko is a small to mid-sized mining company headquartered in Vancouver. It has one major operation, Gibraltar Mine, the second largest open pit copper-molybdenum mine in Canada. By the end of 2012, the Company had invested roughly \$700 million to expand and modernize the operation, which was scheduled for demolition when the Company acquired it in 1999. Gibraltar Mine employs approximately 650 people, 94% of which are concentrated in Williams Lake, Quesnel, and 100 Mile House communities.

Taseko also has several advanced-stage projects, including: Aley Niobium Project, Florence Copper Project, and New Prosperity Gold-Copper Project. Taseko has been in the media in recent years due to their New Prosperity project and its proximity to the territory addressed in the Supreme Court of Canada's decision to establish land title for the Tsilhqot'in First Nation. The company joined MAC in 2011 and is currently implementing their 4th year of TSM. Kim Bittman, Katherine Gizikoff and Christy Smith (on the phone) presented on behalf of Taseko.

Additional information on Taseko and its performance can be found in its PVR Background Document, PVR webinar slides and on its website: <http://www.tasekomines.com/>.

4.1 Demonstrating and communicating the value of TSM to mining communities

How do you ensure TSM is more than just a checkbox activity and ensure that it is an actual driver of performance improvement? How do you balance using TSM as a means as opposed to seeing TSM as a scorecard? ¹

Taseko described its corporate culture, and in particular, how environmental, social and governance issues were integrated into corporate and facility management. Taseko indicated that they see value in the TSM program, and have chosen to utilize the brand of TSM in their engagement with communities to demonstrate the standard to which they manage environmental and social aspects of the Gibraltar Mine. Taseko explained that while TSM is set up in a checklist format, the feedback received from COI and incorporation of that feedback into day to day operations and business decisions are the true indicators of performance improvement.

During the PVR, Taseko indicated that, due to ever-changing representation of COI, there can be a lot of repetition in having to familiarize them on TSM; thus, the company representatives inquired about whether MAC could provide material/information that communicates the value of TSM and asked COI Panel members for their advice on how to communicate the benefits of TSM to its local communities.

The TSM brand and the value it provides is viewed differently across MAC's membership – large companies with globally recognized names and brands and who have existing, robust systems in place do not necessarily realise the same value by using TSM as a brand in communications with their communities to the same extent as small and mid-tier companies. Many Panel members agreed that MAC could do more to communicate the value of TSM to non-industry members. Panel suggestions included:

For Taseko:

- Suggest using simple, non-technical messages. (e.g., “By implementing these protocols, we won't mess it up.”)
- Continue to post TSM results on the company website

For MAC:

- Revise the protocol to involve local COI in the TSM verification process (e.g., a requirement in the protocol for companies to have communities review performance alongside the verifiers)
- Develop generic brochures on TSM for MAC members to use with local COI
- Write an op-ed on TSM for newspapers to reach broader national organizations, which influence local organizations

Many Panel members agreed that there is no ‘silver bullet’ but all companies; as is done by Taseko, should nurture strong relationships based on trust and shared objectives.

¹ Throughout this report, questions in italics are those questions that were posed by the panel members to the company in advance of the PVR.

4.2 Effectiveness of Community Engagement

How do you measure effectiveness of outreach activities and complaint management? How do you know if it's working?

Taseko shared how they have used feedback mechanisms such as email, website, surveys and newsletters and tracked consultation on issues, interests and concerns raised with a stakeholder engagement tool called StakeTracker. Taseko has developed several forums and committees over the last five years and attendance is good.

Taseko explained it can use indicators such as attendance and perception survey statistics but these indicators may not provide the whole story. It is important to set appropriate measures at the local level.

One Panel member remarked: "If you compared a mining company's relationship with a community to that of a marriage, how can you demonstrate that you're arguing about the milk, not the marriage?" In other words, how do you know that even though a company and its local COI may not agree on some issues, the relationship is still strong?

What about measuring the effectiveness of non-local engagement?

Some Panel members wanted to know more about Taseko's engagement with non-local stakeholders (e.g., provincial, national organizations). Taseko described their participation in national and provincial industry associations and their subcommittees. Independently, Taseko focuses their resources on the most important communities of interest which are at the local level, unless the local group brings in a national group to support them.

What are the implications of Taseko's defamation case against a member of the Wilderness Committee on TSM?

Panel members raised questions about a defamation lawsuit launched by Taseko against the Wilderness Committee regarding statements about Taseko's New Prosperity project posted on the Wilderness Committee's website. Panel members wondered about the impact of this litigation on the legitimacy of TSM, as Taseko scored high on the Aboriginal and Community Outreach protocol, yet this action runs counter to what some on the Panel thought most of the public would consider good community engagement.

Taseko shared that TSM verification with respect to community engagement is about processes and doesn't address the quality of relationships with its local COI, and that good engagement performance may not necessarily reflect unresolved disputes.

One consideration was whether there would be appetite to do something similar as in the Safety and Health protocol: such as using leading versus lagging indicators for outreach or, if there is one fatality, the company cannot score an A in the performance indicator regardless of whether they have met the criteria. What would that look like for the Aboriginal and Community Outreach protocol? What is considered unacceptable to the public when it comes to Aboriginal and community outreach? Many members were hesitant to consider this type of requirement in TSM as issues between companies and communities of interest are subjective and relationship-based. There was a sense that the protocol should not change as this should be considered on a case-by-case basis.

Should there be any changes in the TSM Aboriginal and Community Outreach protocol?

During the discussion, Panel members raised a number of questions for consideration. Do the indicators need to be re-assessed? Should there be a requirement in the protocol for communities to review performance, similar to how the chemical industry engages the local communities in its Responsible Care program? This was suggested by the Panel for the MAC TSM program (Section 4.1). Should the Panel be more involved in the verification training process? How can TSM indicators capture the regional context that is required for local community engagement?

4.3 Climate Change

How do your companies prepare for and adapt to climate change? What are your companies doing to mitigate climate change?

Taseko informed the Panel that TSM has helped in several ways; such as setting up their energy program that has been successful in designing new projects and improving energy efficiency, thus reducing GHG emissions. TSM has also helped Taseko to improve their tailings management to mitigate extreme precipitation events. Other climate-related issues such as forest fires, mountain pine beetle and rising temperatures are also being monitored. One Panel member indicated that meteorological data is important for understanding weather patterns and government funding cuts have led to poor or missing data. Taseko indicated that Gibraltar operates an Environment Canada weather station (W1) and the daily data that is collected is uploaded monthly to EC's website.

What is Taseko's involvement in climate change at the provincial/national level?

One Panel member commented that Taseko seems to have good practices in place, but the term climate change is seemingly absent from a lot of its public reports and communication. Taseko noted that their focus is on mitigation such as energy conservation and GHG reduction and improving recycling practices (example for metals, such that manufacturing is reduced).

How can Taseko support local Aboriginal communities prepare for climate change?

Taseko's local Aboriginal communities are active in land use planning. Taseko described that through their established committees and working groups, they can support them where appropriate with specific issues that arise such as biodiversity, invasive weeds arising from drought, and flood protection.

4.4 Tailings

How was Mount Polley a wake-up call for Taseko? Were you ready to face the questions from the community during your outreach post-Mount Polley? What does long-term risk management look like, particularly with unknown factors such as climate change?

Taseko informed the Panel that it has safeguards and controls in place based on the best practices in the industry. The Mount Polley event has increased dialogue and review of all of these practices. Taseko remains committed to "staying on top" of the information that continues to filter out of the Mount Polley findings.

Prior and post Mount Polley, Taseko had exchanged information with the local First Nations in the format of ongoing tours, information sessions on our tailings dam design, Emergency Response Plan, Tailings Operation Management System, and Environmental Management System,

One Panel member expressed that aboriginal communities continue to have concerns about the long term management and risks associated with tailings facilities. Mining companies need to understand these concerns and be prepared to ensure long term storage is managed safely. Companies also need to be prepared to work with communities to address their concerns.

Concerns about water management

Taseko informed the Panel that a challenge is to manage the abundance of water in their tailings storage facility (TSF). Taseko has both the local First Nations and an environmental group participating in water management discussions and monitoring programs.

Taseko is currently working to get an amendment to an existing effluent discharge permit from the provincial regulator. This has been difficult to obtain due to the consultation that the government must complete, in addition to Gibraltar's engagement. While community members are already involved in the process, further suggestions on how to improve trust between Taseko and the local communities included:

- Focusing on what community members need to see to feel safe (sometimes this does not equate to sharing scientific studies, rather do their own studies independently);
- Building stronger relationships in non-conventional settings (i.e. fishing trip to build relationship and speak the same language);
- Setting up joint-fact finding groups to involve community members in the process
- Combining both scientific studies with Traditional Knowledge

4.5 Taseko's TSM assessment results

See the 2014 Progress Report for Taseko's full TSM scores.

http://mining.ca/sites/default/files/documents/TSM_Progress_Report_2014.pdf

5 Results of the Post-Verification Review: Agnico Eagle



About Agnico Eagle:

Agnico Eagle is a Canadian gold mining company that has been producing precious metals since 1957. The Company's nine mines are located in Canada, Mexico and Finland, with exploration and development activities in each of these regions as well as in the United States. The Company is currently developing several advanced exploration projects including the Meliadine and Amaruq projects in Nunavut, and the El Barqueño project in Jalisco State, Mexico.

Over the past six years, Agnico Eagle has evolved from operating one gold mine in Canada to being an international gold mining company with nine gold mines at the end of 2014.

MAP OF OPERATIONS



Louise Grondin, Gonzalo Rios, Denis Therrien and Janice Turgeon-Gervais presented for Agnico Eagle.

<http://www.tasekomines.com/>

Additional information on Agnico Eagle and its performance can be found in its PVR Background Document, PVR webinar slides for more information.

5.1 Value of TSM

Is TSM more than just a scorecard? How do you know that it is an actual driver of performance improvement?

Agnico Eagle shared how TSM has helped them improve performance through: integrating TSM into its Responsible Mining Management System; improving its approach to risk management by using the risk analysis requirements of TSM; and systematically identifying stakeholders which has ultimately improved its approach to project management. TSM has also made it easier to meet legal requirements and has allowed them to take a more structured approach in their policies and practices.

How does TSM compare to other voluntary initiatives?

Agnico Eagle has implemented TSM and the International Cyanide Management Code (ICMC) across all of its operations and certifies its Mexican operations through Industria Limpia (Clean Industry) by La Procuraduría Federal de Protección al Ambiente (the equivalent of the US Environmental Protection Agency in Mexico). Industria Limpia differs from TSM as it is not mining specific and it is run as a government program.

Could MAC provide guidance, using Agnico Eagle as an example on how it could help make TSM replicable in other countries?

TSM was developed for Canadian mining companies and could be adjusted to the local context as necessary when it is adopted abroad as has been done in Finland by the Finnish Mining Association and the Finnish Network for Sustainable Mining. MAC could provide examples of how TSM requirements can be embedded within existing management systems. This is essential since having parallel systems is not efficient and would be challenging to get buy-in from management. TSM documents and the e-learning courses could also be translated into other languages when there is interest.

5.2 Closure and Asset retirement obligations (AROs)

Agnico Eagle informed the Panel that the amount of AROs depends on the size of the mining site and the nature of the material. Agnico Eagle created an internal group specifically on closure to ensure that the ARO estimates are appropriate.

Agnico Eagle is preparing for closure at its Meadowbank Mine in Nunavut in 2018. The opening of Agnico Eagle's Meliadine project in Rankin Inlet and the Amaruq discovery will hopefully help the community and its employees make a smooth transition from working in one mine to the next. Ensuring that communities and people are transitioned effectively will be a huge endeavor.

5.3 Effectiveness of Community Outreach

How do you measure effectiveness?

Agnico Eagle shared how it considers leading and lagging indicators to help gauge the effectiveness of its community outreach efforts. The Panel was interested in supporting the development of leading and lagging indicators which could be shared with the MAC membership more broadly as best practice.

Agnico Eagle explained how the effectiveness of community outreach needs to be demonstrated at the local level. For instance, to address low high school graduation rates near its Meadowbank mine

in Nunavut, Agnico Eagle offers programming and resources to support the development of Inuit role models.

In Laronde, the establishment of the Liaison Committees was important for improving the necessary two-way communication between the mine and the community. While the new Quebec Mining Act requirement for engaging communities was key to convincing Agnico Eagle's management of the importance of improving its relationships with First Nations, several Panel members worried that Quebec's new regulations would ultimately become a prescriptive check box exercise that would not be taken seriously.

The importance of regular and informal "coffee talk" with Aboriginal communities of interest.

Since the Panel's visit to Val-d'Or last year, Agnico Eagle has worked hard to invite the Aboriginal leaders to the table. There has been little uptake with the Algonquin peoples, however. One suggestion was to avoid formal meetings when first building a relationship and instead engage in "coffee talk" – informal, more frequent conversations to help build trust.

5.4 Climate change

What is Agnico Eagle's commitment regarding climate change?

Agnico Eagle shared with the Panel how it implements measures to conserve natural resources such as energy and water and to reduce its GHG emissions to address climate change, noting that energy costs are 25% of its operating costs making it one of its most important drivers. While Agnico Eagle reports publicly on some aspects of climate change mitigation, one Panel member urged the company to be more visible with regards to climate change planning. For instance, would Agnico Eagle assess its AROs differently if it systematically assessed climate change impacts? Should mining companies be prepared with a 'Plan B' for the unintended consequences of climate change? Agnico Eagle responded that doing its share to respond to climate change is important but since renewable energy sources cannot support base energy load of a mine, conventional energy sources need to be installed. To install renewable sources in parallel at the beginning of a project increases the required capital and with the current challenging market conditions, it makes the project more difficult to meet the financial requirements. This is why most mines install renewable energy after the mine has paid for the initial investment.

Lack of weather data

There is a lack of weather data to predict trends, particularly in the north. One suggestion was to have mining companies collectively share additional weather data to inform decision making.

5.5 Agnico Eagle TSM assessment results

See the 2014 Progress Report for Agnico Eagle's full TSM scores.

http://mining.ca/sites/default/files/documents/TSM_Progress_Report_2014.pdf

6 Key Takeaways of 2015 Post-Verification Review

A number of themes emerged during both post-verification reviews. Key takeaways include:

The value of TSM

- **Embed TSM into corporate systems**
 - The value of TSM differs between companies. It is most valuable when companies embed TSM requirements into their existing or newly designed systems.
- **Communicate the value of TSM to local COI and involve them in the process.**
 - While TSM was built “by miners, for miners”, there is growing interest to communicate the value of TSM to external parties such as local COI. Consider ways to involve local COI in the process, such as developing communications materials tailored to local communities and having local COI review TSM results along with the verifier.

Effectiveness of community engagement

- **Measure effectiveness**
 - Companies can use leading and lagging indicators to measure effectiveness. However, these may need to be developed at the local level.
- **Nurture relationships and engage in “coffee talk”**
 - Effectiveness of community engagement is about the quality of the relationship between a company and the community. Engage in more frequent, less formal “coffee talk” to build trust and stronger relationships.

Climate change

- **Be more visible**
 - Climate change reporting is often limited to energy and GHG emissions. Mining companies have a much larger and more visible role to play in the fight against climate change.
- **Plan for climate change and consider its implications**
 - Climate change will (or is) impacting mining companies. From how a mine is designed for the long term; to how asset retirement obligations are estimated; to how investors decide to invest – mining companies need to plan for climate change and consider its implications.
- **Recognize the barriers to investing in renewables**
 - The mining industry’s mindset is beginning to shift and climate change is becoming an increasingly important topic. Nevertheless, it is challenging for mining companies to shift swiftly to renewables given current market conditions, and the capital-intensive nature of the business.

Tailings

- **Manage risk in perpetuity**
 - Communities want to know that tailings storage facilities will be safe forever – even when the mining company is no longer present, and even when the climate changes. This is an ongoing challenge for the industry.
- **Improve relationships and trust with communities**
 - Communities and companies do not always speak the same language when it comes to tailings. Companies may need to engage companies differently to build trust (e.g., involving community members in the process, avoiding scientific jargon, etc.)

7 Panel Feedback on the Post-Verification Review Process

The PVR was deemed a success by Panel members, made possible by the considerable preparation done in advance by both the Panel (most notably, the PVR working group) and Agnico Eagle and Taseko. One panel member noted that the “quality of the PVR conversations improved considerably from years’ past. We focused on providing feedback from our areas of expertise and did not wade too much into unnecessary detail on the scoring.”

“I think the quality of the PVR conversations improved considerably from years past. We focussed on providing feedback from our areas of expertise and did not wade too much into unnecessary detail on the scoring.”

One Panel member was impressed with Agnico Eagle’s rigour of feedback in response to the Panel’s follow up questions from the webinar. “I thought that they took Panel suggestions very seriously - This was what I hoped a PVR session would look like.”

Both companies were commended on the level of detail provided throughout the process and the openness in which they spoke with the Panel.

Annex 1: List of Companies That Verified Their TSM Results

Past companies:

2007: Albion & HudBay
 2008: Barrick & Xstrata Nickel and Xstrata Zinc
 2009: BHP Diamonds - EKATI & IAMGOLD
 2010: Breakwater & Teck
 2011: De Beers & IOC
 2012: Cameco & Inmet
 2013: Teck & Vale
 2014: ArcelorMittal & Barrick

2015 **Company** **Selection** **for** **PVR:**

The following companies were verifying their 2014 TSM results and were therefore in the pool to be selected to undergo the COI Panel's post-verification review. As a rule, the Panel seeks to select companies that have not been subject to a recent post verification review and takes into account commodity type, and location.

1. Imperial Metals
2. Taseko Mines
3. Suncor Energy*
4. Dominion Diamonds
5. First Quantum Minerals
6. Agnico Eagle
7. Cameco
8. IAMGOLD
9. Teck – Line Creek, Coal Mountain and Corporate Office
10. New Gold

Note: *Due to the sudden decrease in oil prices Suncor has requested that, with the exception of tailings, their verification be deferred until next year.