



O Trade

# Tell Us, Show Us, Analyzed by Us

360-Degree Focused  
Rapid Assessment



Prepared by

Monica Ospina;  
Fabiano Poester

## 360-Degree Focused Rapid Assessment

### Tell Us, Show Us, Analyzed by Us

O Trade is a socio-economic firm, primarily focused on social engagement in the mining industry. We work with mining companies to enable win/win approaches for engaging community stakeholders, where respectful approaches to outreach are used for building common understanding and solutions that meet the needs of all stakeholders. Mining companies benefit from this focus as risks of conflict are replaced with opportunities for community collaboration. As a mining company earns the trust of the community, productivity is expanded through the culture of collaboration that is developed over time. Communities benefit from our focus as they are fully vested as partners in designing and implementing solutions, with their needs, beliefs, and concerns heard and incorporated into collaborative solution-design alternatives.



Mining often occurs in remote underdeveloped areas, where it has the power to contribute to sustainable development, triggering regional economic growth. O Trade sees this as an opportunity, where conflict-free collaborative environments enable the triggering of development wherein value increases for both the private sector and the surrounding community.

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Our core ‘tell us, show us, analyzed by us’ process that allows us to quickly assess the on-the-ground reality.

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Our purpose at O Trade is to provide innovative solutions that are good for people and for private enterprise. Our latest tool is the ‘Rapid Assessment’, which looks to bridge the field of mining operations and community impacts, creating common understanding of potential cross-stakeholder outcomes that are positive opportunities, while also anticipating potential risks. Relying on the 15+ years of research and recognized field work that O Trade has developed, our rapid assessment capability enhances transparency on the strength of ground-level operational, social, and environmental stakeholder engagement based on internationally recognized ESG reporting frameworks.



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O Trade's team of social science, environmental, governance, and finance experts have contributed to the design of our rapid assessment methodology, which is intended to provide clarity on the sustainability efforts of a mining company or of individual mining operations. Along with describing our core 'tell us, show us, analyzed by us' process that allows us to quickly assess the on-the-ground reality, this paper discusses who the key interested stakeholders are who get natural value from this kind of capability.

**Our goal** is to use the common language of the industry in our analysis. We believe that in depth social and environmental engagement offers the opportunity to organize issues while working on the analysis of impacts on environmental, social, and governance domains.

**Our tool** combines the three domain-areas in allowing our clients to see impacts of environmental policies from a social point-of-view, and vice versa, how social issues might be rooted in environmental and/or governance considerations.

As a targeted analysis, O Trade's Rapid Assessment methodology assists management in understanding whether there are gaps in engagement approaches that can be improved upon in order to increase collaborative value, enhancing the transparency and credibility of internal analysis. Numerous competing sustainability reporting and rating standards are also vying for market position in and beyond the mining industry. Transparency is a challenge, as different reporting standards like GRI & SASB are being used, making apples-to-apples comparisons of sustainability reporting a challenge – without a single mandated standard, companies are faced with a temptation to whitewash their ESG performance, sharing metrics and reported details that put their performance in the best light possible, potentially not sharing relevant information that is less favourable.

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## What is a Rapid Assessment? Tell Us, Show Us, Analyzed by Us



A rapid assessment provides a fast, confidential internal snapshot of governance, social, and environmental engagement approaches used by a mining company. Engaging the operation, it provides an outline of whether key sustainability strategies are being managed for success, providing a high-level viewpoint on resulting risk for the operation as well as on the ability to integrate community collaboration opportunities into their core processes based on their engagement approaches. The review methodology can be conducted for a global mining company or for a specific mining location; the scope of the assessment is flexible, given that the methodology does not vary based on scale of an engagement.

**A rapid assessment is not an audit** – we do not conduct an in-depth analysis which incorporates all the details of an operation. An audit would require a significant time commitment to complete as well as meaningful organizational participation. By targeting the review using a ‘tell me, show me, analyzed by me’ approach, we provide a fast and targeted assessment of effectiveness that different interested parties can glean insights from.

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## Tell Us



## Show Us



## Analyzed by Us



## Our Process

### Tell Us

Our approach begins by interviewing key persons in the mining company. These people may include the general manager, various operational managers such as finance, procurement, HR, and safety, and subject matter experts who are well versed in the on-the-ground reality. Individual discussions are limited to 1-2 hours, completed over a few days, in order to minimize organizational effort while focusing efforts on ensuring that assessments are completed rapidly interviews are organized into a series of questions, which provide us with insight around the operations' social and environmental engagement. Questions extend across social, environmental, and governance aspects of work, primarily intended to validate that the operation has well-defined, integrated, executed, and measured engagement strategies in place. Questions may also be 'nested', where we 'peel the onion' into lower levels of detail on a topic depending on what input we receive from higher level questions.

Example: we may ask a general manager of a mine whether they have a water management strategy which analyzes potential impacts on community water access resulting from the mining operation. If a water management plan is in place, we would have follow-up questions on the approach that was used to generate the assessment, ranging from geological mapping through to community engagement, validating in our own minds whether or not a thorough and effective approach was used.

# Show Us

Our approach supplements interviews with reviews of key documents, validating and adding detail to our understanding from interviews.

Example: we may ask to review the water management strategy for a mining operation, in order to confirm that the breadth and depth of the assessment was consistent with our understanding from discussions. This is not intended to be a 'gotcha' review that identifies inaccurate statements from interviews. Rather, it is specifically meant to be an additional level of detail that we review in order to confirm conclusions that are outputs of our assessments.

# Analyzed by Us

We coalesce the results of interviews and document reviews into an analyzed summary. Based on the experience that we have built over 15+ years, our intent is to report the implications of what we see – effectiveness of engagement, risk profile, collaboration implications. We summarize our findings in ways that correlate to internal GRI and ESG reporting as well as considered external benefits in terms of SDGs, in order to provide mining industry specific analysis and perspective.

Example: if our water management strategy dialogues identified that assessments were only partially completed by a mining operation, we would highlight that there are potential risks that need to be addressed that are therefore being potentially mismanaged.

## 360-Degree Rapid Assessment

Customized for Mineral Exploration and Mining



Tell Us / Show Us



Analyzed by Us

## Our Process Summary

Summarizing our approach, our rapid assessment 'tell us, show us, analyzed by us' methodology is:



**Rapid** – taking days to complete, with targeted organizational involvement.



**Confidential** – for the internal use of the stakeholder who engages in the analysis.



**Results oriented** – providing a bottom-line perspective on risk and collaboration implications based on the on-the-ground reality.



**Thorough and integrated** – covering all primary social and environmental engagement areas.



**A strong knowledge-based review** – not an audit.



**Structured** – based on specific questions, discussions, and reviews.



**Roadmap oriented** – providing a specific view on sustainability areas needing attention, where undiagnosed risks need focus and solution-design activity.



**Summarized into known reporting frameworks** – findings from a rapid assessment are provided in a way that is GRI, ESG, and SDG-friendly, making it simpler to interpret implications.



**Converted into quantitative scores** – based on materiality-oriented weightings and Six Sigma 'like' conversions into standardized scoring categories.

## Stakeholders/Interested Parties

There are several different stakeholders who will gain meaningful value from understanding the results of a rapid assessment generated by experts who bring years of research and proven on-the-ground field experience in assessing social impacts, social and environmental risks, and company-community conflict resolution expertise.

### Who Cares



#### Corporate Head Office

A medium or large mining company may have several mines in disparate locations, generally far from where the head office is located. There may be strong leadership teams in Corporate head offices that include clear sustainability policy requirements, but a distant mining location may or may not be following the full suite of expected practices. This is especially true when a location has pressures such as near-term earnings that could compromise focus on longer-term sustainability considerations.

A rapid assessment provides assurances to Corporate leadership and to sustainability leaders, validating that on-the-ground performance at individual mines is consistent with head office perspectives on policy and practice expectations.

#### Potential Investors/Finance

Investors need transparent and consistent reporting and do not have it given the proliferation of voluntary sustainability reporting approaches. All investors have value for understanding corporate risk, and there is a demonstrated correlation between social & environmental engagement and risk mitigation; all investors also have value for ensuring that companies they invest in are not leaving value on the table, which they would be without strong engagement approaches. Some investors also attribute specific value to ESGs, opting to invest in companies that are ethically engaging with social & environmental issues.

A rapid assessment of a mining company or a mining site provides investors with what they need to know: an expert analysis highlighting on-the-ground performance and resultant risk profiles.



## Compliance/Legal

Corporate counsel and legal firms represent compliance dimensions of business, and place significant value on understanding of potential compliance issues regarding mitigation. Given that social and environmental aspects of doing business contain myriad compliance elements, having a strong understanding of these requirements and engagement protocols that ensure on-side performance is a key business risk that lawyers help to manage.

A rapid assessment provides legal professionals with what they need to know: a snapshot of whether compliance risks are understood and are being managed.

## Internal Audit/Finance

A rapid assessment may be a precursor to a more general audit of an area, helping auditors to pin-point areas that require more focus in audit planning.

## Mergers & Acquisitions

When M&A activity is being contemplated, the buying company or consortium of investors need to conduct a variety of due diligence activities, validating that their understanding of the company that they are potentially acquiring is consistent with their expectations.

A rapid assessment is a fast approach to due diligence, telling a potential buyer about the strength of the target company's social and environmental engagement, and about the resulting risk profile implications.

The stakeholders listed above all have different reasons for needing to understand the quality of social and environmental engagement for overall mining companies or for individual mining locations. The lack of integrated consistent reporting requirements is a challenge in all cases for understanding true performance, but a rapid assessment approach provides timely, targeted, relevant summaries that describe the strength of sustainability programs and the resulting implications on bottom-line business risks and opportunities. This gives each of these groups a data-based starting point for making business decisions as well as for influencing the behaviour of the mining company.

# Summary

*A rapid assessment gives the stakeholder a fast summary that targets what is working well, what could be improved, and what fundamental gaps exist that require urgent remediation.*

A rapid assessment approach to understanding how thoroughly a mining operation is managing social and environmental engagement fills a gap faced by multiple stakeholders of a mining company. By incorporating the 'language' of ESG and GRI into our analysis, the results which we provide are easy to understand and apply as we incorporate the language of sustainability - ESG and GRI - into analysis. By connecting governance, starting with policy and corporate purpose, down through the details of on-ground social and environmental strategy definition and execution, the assessment provides a holistic 360-degree view of sustainability while positioning us to highlight key solution gaps where applicable. Without standard transparent reporting ensuring credible external reported results on sustainability, a rapid assessment gives the stakeholder a fast summary that targets what is working well, what could be improved, and what fundamental gaps exist that require urgent remediation.

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The methodology used in the rapid assessment is highly targeted, leveraging the expertise that O Trade has developed over the long-term, interpreting interviews and documents in order to understand and report on true on-the-ground reality. This approach minimizes the risk of ESG-washing, limits company time/touch as much as practical in order to provide rapid turnaround, and although not an audit, applies a risk assessment-like discipline in focusing questions around key considerations of what constitutes a strong engagement strategy and on what the implications of gaps are to company risks.





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As a confidential process where the results are for the internal use only of the stakeholders who engaged in the analysis, the bottom line is that a rapid assessment generates a roadmap of key sustainability focus areas that need attention, where undiagnosed risks need focus and solution-design activity.



# Acknowledgements

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Monica Ospina;  
Fabiano Poester

**Edited by**

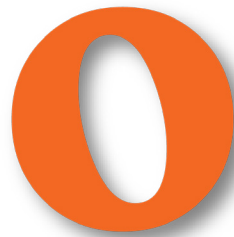
Michael Karpati

**Design and layout by**

Noa Song

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For additional information about this paper,  
please contact O Trade at [info@otrade.ca](mailto:info@otrade.ca).



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