

M3 Partnership Stakeholder Engagement: Strategies and Lessons Learned

July 2022

Background

A key element of the Mining, Minerals and Metals (M3) Standards Partnership was for the four partners, including the Initiative for Responsible Mining Assurance (IRMA), Responsible Jewellery Council (RJC), ResponsibleSteel, and Towards Sustainable Mining (TSM), to explore ways to engage stakeholders in a strategic and coordinated way.

The project envisaged specific activities, including the efficient dissemination of information about the project's progress and outcomes, and stakeholder engagement in a pilot test of the M3 Integrated Assessment Protocol (IAP), a tool designed to allow mine sites to be assessed against multiple standards in a single audit. A broader aim, however, was to try to address stakeholder overload in the mining, minerals, and metals standards space. The premise was that multiple initiatives working in the space have been trying to engage with largely overlapping groups of stakeholders, leading to stakeholder fatigue, confusion, and ultimately a lack of engagement for all.

The hypothesis we wanted to explore in the M3 Partnership was whether our work together could mitigate stakeholder fatigue by increasing opportunities to engage collaboratively, reducing duplication and unconstructive competition, identifying unique ways each organisation can contribute to a greater whole, increasing confidence in all systems, and engaging diverse stakeholders collectively, rather than separately. The intended outcome was to create greater value for stakeholders through fewer interactions and less duplication, increasing meaningful participation and support for credible standards in the sector, and ultimately creating greater impact by improving environmental and social responsibility. The proposition was that this would be of particular value for civil society organisations, for whom resources are always highly constrained.

One basic strategy for collective engagement was to develop a shared international database of stakeholders with an interest in the application of multi-stakeholder standards in the mining, minerals, and metals space up and down the supply chains of all M3 Partnership organisations. The database would include civil society organisations with a focus on social and environmental change, as well as mining, processing, and downstream businesses and initiatives engaged with the development and/or use of multi-stakeholder standards applicable to mining, minerals, and metals supply chains. It was envisaged that this database would be created initially by merging respective contact lists of the participating organisations to create a combined "M3 Partnership Stakeholder List." This shared stakeholder list would then be used as a primary resource for project communications and would grow organically as more stakeholders engaged with the project partners through M3 Partnership work streams, rather than through each organisation

separately. Over time it would become an increasingly valuable resource for each M3 Partner's communications.

Due to data protection requirements and other hurdles, we were not successful in establishing a shared international database of stakeholders to use for stakeholder outreach, despite this seeming at the start of the project to be one of the simpler outcomes to achieve. We were, however, able to create a combined list of organisations engaged in each M3 Partner organisation and to carry out initial analysis of sectors engaged, geographic coverage, and overlapping engagement. A summary of our initial analysis is presented in this report. We believe that this effort and analysis will be of value in deepening and strengthening our future outreach.

This report will further discuss the challenges we faced developing a shared approach to stakeholder engagement, explore the extent to which the higher-level objective of reducing duplicative or competitive communications and reducing stakeholder confusion and fatigue has been achieved throughout the project, and outline our lessons learned.

Challenges

We identified four specific areas which we believe created challenges for engaging with diverse stakeholders throughout the project in the ways we had originally planned. Although they are distinct, they do overlap to some extent. These areas include:

- M3 Partner organisations' unique identities and organisation-specific stakeholder engagement;
- Data protection requirements;
- Technical and inward-focused nature of some M3 Partnership work that, while necessary to build collaborative work, was not of interest to all stakeholders; and
- The COVID-19 Pandemic.

Following below is further insight on each of the challenges we faced, and how we sought to pivot to respond and develop alternative ways to engage with diverse stakeholders.

M3 Partner Organisations' Unique Identities and Organisation-Specific Stakeholder Engagement

Perhaps the most fundamental challenge in establishing mechanisms for collective stakeholder engagement is the extent to which each of the M3 Partners has its own unique identity, work activities, and ongoing stakeholder engagement programme that is necessarily separate from the M3 Partnership. These activities are core to each M3 Partner's work and take place regularly and extensively. In contrast, the topics on which each organisation engages with stakeholders specifically as part of the M3 Partnership are still relatively limited in scope.

For example, during the project period the focus areas for ResponsibleSteel engagement with stakeholders have included: consultation with ResponsibleSteel members on the ResponsibleSteel Standard; discussions with stakeholders on becoming ResponsibleSteel

members; discussions with steel buyers and specifiers on commitments to buy “net zero” steel; and discussions with multiple organisations in relation to policy aspects and other initiatives for “net zero” steel.

For IRMA, the first audits of mines began, measuring against the IRMA *Standard for Responsible Mining*. IRMA was engrossed in this first critical test of its assurance program, making improvements in real time, and encouraging additional mining companies to engage. As a multi-stakeholder governed initiative, IRMA was also focused on ensuring that NGOs, labour unions, and directly affected communities understood how the IRMA system could serve their interests to improve environmental and social responsibility. IRMA also developed and conducted public engagement processes on multiple draft standards including, the draft IRMA *Chain of Custody Standard for Responsibly Mined Materials*, the draft IRMA *Standard for Responsible Mineral Processing*, and the draft IRMA *Standard for Responsible Mineral Exploration and Development* (“IRMA-Ready” Standard).

For TSM, public consultations were held on a new process for collecting public comments as well as a significant update to the TSM assurance processes, including a new *Verification Terms of Reference*, a new template for a verification report to be published for each facility. TSM also launched significant updates to its *Climate Change Protocol* and *Indigenous and Community Relationships Protocol* and began the development of a new *Equity, Diversity, Inclusion and Respectful Workplaces Protocol*, each of which involved extensive stakeholder engagement. The new Equity, Diversity, and Inclusion (EDI) Protocol will be the first new protocol to utilize TSM’s new public comment process. It is also the first protocol being developed internationally by multiple TSM partner associations. Additionally, during the grant period, new TSM Community of Interest (COI) panels were established by TSM partner associations in Norway and the Philippines with additional panels expected to be launched in Australia and Botswana before the end of 2022. These complement COI panels already operating in Finland, Argentina, and Canada.

For the RJC, public consultations (a combination of webinars, teleconferences, and direct consultations) were held as part of updating the *Code of Practices* Standard, as well as to gather stakeholder input to draft a *Laboratory-Grown Materials* Standard. Moreover, the RJC provided a variety of training support to its members, approved auditors, and the wider industry on the implementation of the *Code of Practices* Standard, *Chain of Custody* Standard, and industry-relevant topics. This support regularly included webinars, roundtables, training, toolkits, templates, and more. The RJC often engages with stakeholders when developing and delivering trainings, seeking topic-specific expertise from individuals, businesses, and organisations.

There were, however, overlaps between M3 Partner-specific work areas and joint activities of the M3 Partnership. For example:

- The development and piloting of the M3 Integrated Assessment Protocol.
- IRMA and ResponsibleSteel discussed outreach to civil society organisations to make the case for their becoming members of both IRMA and ResponsibleSteel; this was part of the basis for a M3 Partnership civil society outreach webinar delivered by all four M3 Partners in January 2021.

- As part of an M3 Partnership activity, ResponsibleSteel led the review and analysis of greenhouse gas (GHG) emissions data management by mining, minerals, metals, and downstream organisations in the sector, including a survey shared by IRMA, TSM, and ResponsibleSteel through their respective mining sector contact lists. The study involved review and comparison of GHG emissions requirements for the four M3 Partner organisations, a survey of GHG emissions data management practices of the companies that responded to the survey, and efforts to ensure that data are aligned with the needs of downstream users of mined materials and their commitments to reduce upstream carbon footprints.
- TSM and IRMA held multiple meetings with the International Council on Mining and Metals (ICMM) to address further possibilities for mine-level collaboration, based in part on the experience of recognition/downstream demand being generated through the ResponsibleSteel programme.
- Regular M3 Partnership meetings to consider issues of common interest (e.g., due diligence), presenting our work together to stakeholders (in person at international meetings or on virtual panels), and supporting each other's work in practical ongoing ways and through public communications. TSM and IRMA worked together closely on presenting M3 Partnership initiatives to stakeholders at the 2022 Investing in African Mining Indaba held in South Africa, and the 2022 Prospectors & Developers Association of Canada (PDAC) Convention held in Canada and in a virtual format.

Overall, however, the great majority of partner organisation activities and stakeholder engagements are necessarily specific to each partner organisation. When we have engaged with stakeholders on areas of common interest, even areas that relate directly to M3 Partnership activities, we have done so using our own organisational email addresses, signatures, and organisational identities (rather than a common “@M3.org” address, for example).

On reflection, short of a complete merger of one or more M3 Partners, this partner-specific outreach is probably inevitable. Ironically, had we tried to create a stronger “M3 Partnership” identity with associated email addresses, we would have run the risk of creating more, rather than less, stakeholder confusion. In effect we would have created an additional organisation for stakeholders to hear about, need to understand, and potentially engage with, with the likelihood that we would have made the stakeholder landscape more complicated rather than more streamlined.

Data Protection Requirements

A second challenge that was recognised early in the project was how to ensure compliance with data protection obligations, in particular the requirements of the European Union (EU) General Data Protection Regulation 2016/679 (GDPR).

The initial assumption had been that each M3 Partner would be able to share its stakeholder lists and contact details to create a common database, which would then be accessible to all M3 Partners for project-related communications. However, this raised concerns that sharing of contact details in this way would not be compatible with the

“legitimate interest” aspects of GDPR requirements, without the specific consent of stakeholders to share details for the proposed use.

To resolve the problem, all M3 Partners agreed to send out invitations in relation to M3 Partnership activities initially to their own stakeholder lists. As and when stakeholder organisations consented to their contact details being shared with project partners for the purpose of the M3 Partnership, contact details would be added to a combined stakeholder list.

This approach was used to promote interest in presentations of the M3 Partnership at events such as the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF), the Organisation for Economic Co-Operation and Development (OECD), and Prospectors & Developers Association of Canada (PDAC) meetings. It was also used in January 2021, when we organised two project webinars to introduce the M3 Partnership to civil society organisations, with the objective of encouraging civil society organisations to consider the “mining, minerals and metals” sector as a whole, rather than as a collection of separate materials programmes. The webinar introduced the M3 Partnership and encouraged participants to consider joining both ResponsibleSteel and IRMA (the two project partners with civil society membership programmes) to leverage their impact across multiple material supply chains, from mine to end user, and across the full range of potential Environmental, Social, and Governance (ESG) issues.

Business and civil society board members of IRMA and ResponsibleSteel were panellists for the webinars, together with senior staff from TSM and RJC. Invitees were encouraged to contact any of the partner organisations after the event to express their interest in being kept updated with project activities, which would be the basis for establishing a collective project stakeholder list. In the event there was a very low response rate and given that there did not seem to be any value in creating a separate project list, we agreed that we would continue to make use of each organisation’s separate contact lists for project-related communications when required.

Overall, although the challenge of GDPR compliance is resolvable from a legal compliance aspect, the requirement to ensure that stakeholders have given consent to the sharing of their data for the purpose of the project made implementation impractical.

Technical and Inward-Focused Nature of M3 Partnership Work

The major focus of M3 Partnership work has been development of the M3 Integrated Assessment Protocol (IAP) tool. The work comprised detailed comparisons and assessments of requirements in each of the three mining standards (IRMA, RJC, and TSM) and development of a macro-enabled tool to facilitate joint auditing. This work, in its earliest development phase, was very tedious and technical, not well suited to external engagement of most stakeholders (though the related ResponsibleSteel assessments of mining assurance programmes, including both IRMA and TSM, involved stakeholder consultation as part of the ResponsibleSteel standards development process).

We were able to engage two mining companies in pilots using the M3 IAP tool. This allowed us to fulfil at least an initial phase of shared work engaging with stakeholders relevant for all groups and to test in practical terms a shared tool with potential to increase impact and efficiency.

The COVID-19 Pandemic

Finally, COVID-19 curtailed in-person stakeholder engagement activities, including the scope of in-person engagement in the two pilot assessments of the M3 IAP in South Africa and Canada.

We were able to conduct some in-person meetings in 2022 to share experience developing the M3 IAP tool and plans for pilots. These included meetings at the 2022 Investing in African Mining Indaba and the Alternative Mining Indaba held in South Africa, and the 2022 PDAC Convention. However, multiple planned engagement activities throughout the 2021 and 2022 period were delayed due to COVID-19 and related limitations on travel and in-person gatherings. We had to increase the quality of one-on-one and small-group interactions with stakeholders and accept that less engagement was possible in large-group settings.

Despite these limitations, it is important to emphasise that all four M3 Partners have communicated and engaged extensively with stakeholders through the project, including communications about the project itself. An M3 Partnership website was established at <https://www.m3standardspartnership.org/> to describe the project and provide a platform for shared communications. M3 Partners have presented project work together at multiple events, both in-person and virtually. We believe that by doing so we have been able to demonstrate to stakeholders that we do not see ourselves as being in competition with each other, but rather to be working together to achieve our shared objectives.

Analysis of M3 Partner Stakeholders

Despite the challenges around developing a shared contact list and stakeholder engagement noted above, the M3 Partners were able to learn from comparing organisations engaged in each M3 Partner organisation with those of the other M3 Partner organisations. By limiting the collection and collation of data to organisational names only, without sharing any personal information or contact details, we were able to carry out a basic analysis without running risks of non-conformity with GDPR obligations.

Lists of the organisational contacts for three of our partner organisations (IRMA, RJC, and ResponsibleSteel) were collated, together with the Mining Association of Canada's public list of members¹.

Overall, the listing covers approximately 2,870 separate stakeholder organisations receiving regular correspondence from the four M3 Partners, as illustrated in Table 1.

¹ Mining Association of Canada was not able to share a stakeholder contact list for the purpose of this analysis.

Table 1: Distribution of Stakeholder Contacts by Stakeholder Grouping

Stakeholder group	IRMA	RJC	ResponsibleSteel	TSM*	Total (including overlaps)	Total (excluding overlaps)
Business	540	1583	363	98	2584	2535
Civil Society	147	25	96	2	270	240
Education	46	-	17	-	63	60
Government Organisation	22	-	9	-	31	31
Other	-	-	2	-	2	2
All	755	1608	487	100	2950	2868

*The figures for TSM are for members only, not for organisational contacts, and so are not directly comparable with data for the other M3 Partnership organisations.

A simple analysis was then undertaken to consider the extent to which the each M3 Partner is in regular contact with the same stakeholder organisations, and what lessons this might have for improving future stakeholder engagement. The study was initiated near the end of the project period, and the data has not yet been reviewed collectively by M3 Partners. The following findings are therefore provisional.

One general finding from this analysis is that there is relatively little overlap between the organisations engaged by the four M3 Partners. Of almost 3,000 organisational contacts, under 100 (less than 3%) were common contacts of 2 or more of the M3 Partner organisations. In other words, more than 97% of stakeholder organisations were unique contacts of a single M3 Partner.

On the positive side, this means that stakeholder organisations are not, typically, receiving communications from multiple M3 Partners. This may mean that “stakeholder fatigue,” at least in terms of the same stakeholders receiving multiple requests for engagement from multiple M3 Partners, is less of a problem than previously thought. Although, conversely, it could suggest that organisations have actively chosen to remain in contact with just one M3 Partner to limit overload.

The level of overlap between the stakeholder contact lists of the different M3 Partners is illustrated in more detail in the figures presented in Table 2. The figures show that there is greatest overlap in terms of stakeholder contacts between IRMA and ResponsibleSteel, and relatively little overlap between either of these M3 Partners and RJC (TSM is not included in this analysis as the data for TSM are not directly comparable). In relation to RJC and ResponsibleSteel this may reflect the lack of overlap of jewellery and steel supply chains. In the case of RJC and IRMA it may reflect RJC’s strength of engagement with businesses in the jewellery sector, compared with IRMA’s greater focus on mine level issues and stakeholders.

Table 2: Degree of Overlap Between M3 Partnership Stakeholder Contact Lists

a: Overlap of all Stakeholder Organisations

	IRMA	RJC	ResponsibleSteel
IRMA	-	13	57
RJC	13	-	6
ResponsibleSteel	57	6	-

b: Overlap of Business Organisations

	IRMA	RJC	ResponsibleSteel
IRMA	-	5	32
RJC	5	-	1
ResponsibleSteel	32	1	-

c: Overlap of Civil Society Organisations

	IRMA	RJC	ResponsibleSteel
IRMA	-	6	22
RJC	6	-	6
ResponsibleSteel	22	6	-

The low level of overlap between stakeholder organisations provides context for consideration of the breadth and diversity of contact lists, illustrated in Figures 1 and 2, below. Figure 1 shows the distribution in terms of basic stakeholder categories, and Figure 2 shows the distribution geographically.

Figure 1: Distribution of M3 Partnership Stakeholder Contacts by Stakeholder Categories

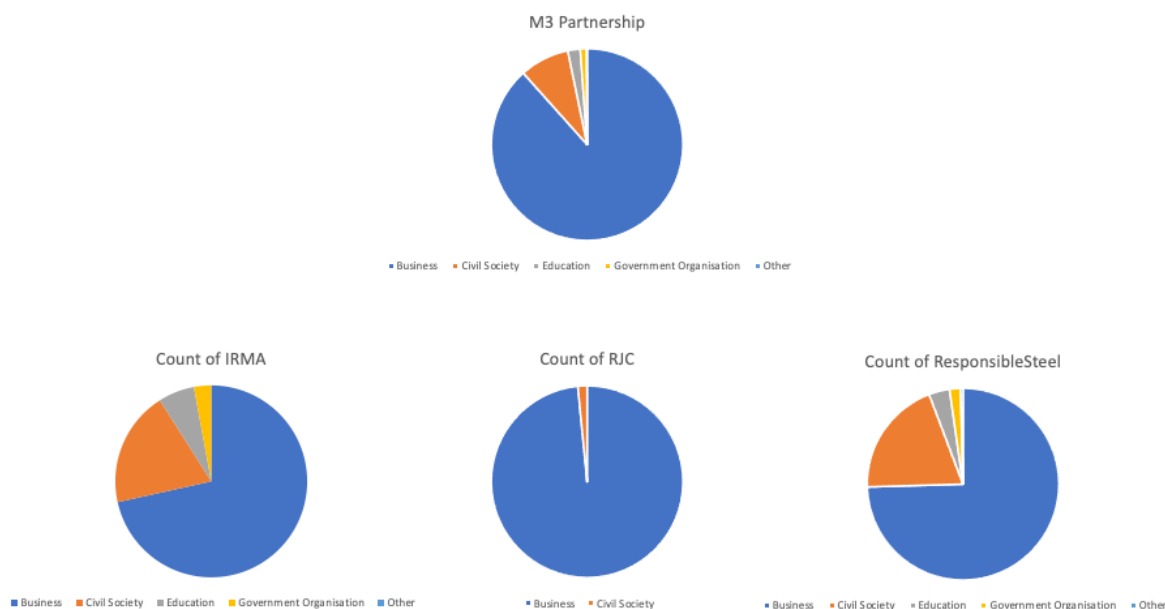
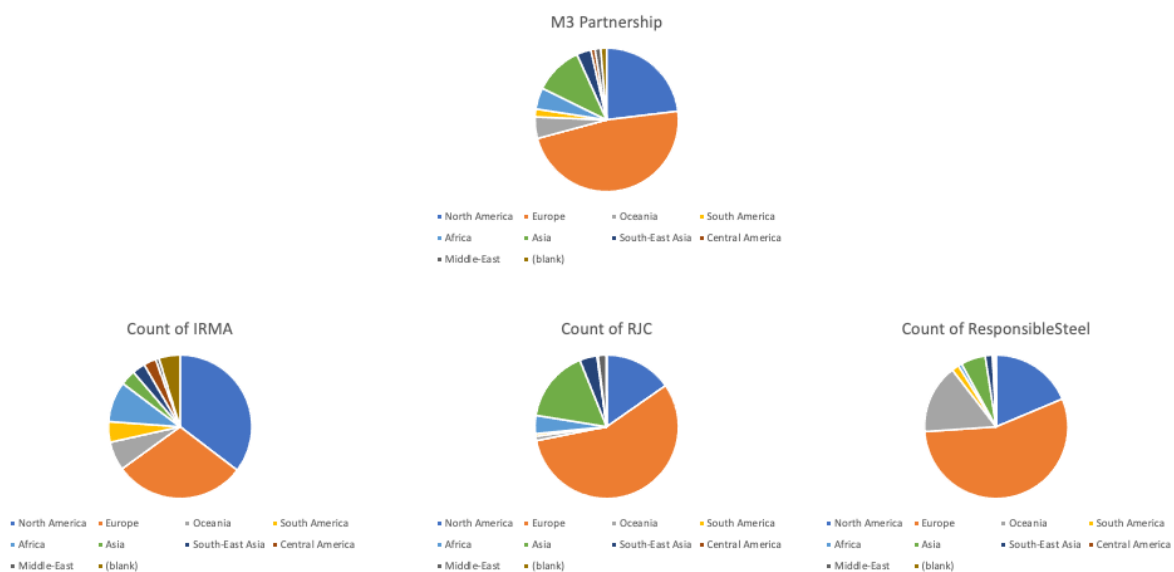


Figure 1 shows that IRMA and ResponsibleSteel have similar distributions of stakeholders, in each case with around 75% being business stakeholders, and around 25% being from other

categories including civil society. RJC’s stakeholder distribution is different, reflecting its programme’s strong focus on the downstream parts of the jewellery supply chain.

The civil society engagement is of particular interest to the M3 Partnership’s hypothesis of stakeholder fatigue, and the value of combined outreach. IRMA and ResponsibleSteel have approximately 150 and 100 civil society organisation contacts respectively, with 22 organisations in common. This means that between 10% and 20% of IRMA and ResponsibleSteel civil society contacts are engaged at some level with both of these M3 Partners, while 80% to 90% of the civil society contacts are engaged with one partner and not the other.

Figure 2: Distribution of Stakeholder Contacts by Geographical Regions



Finally, Figure 2 illustrates the geographical coverage of the M3 Partners’ stakeholder engagement. Perhaps unsurprisingly there is a preponderance of contacts for all three partner organisations in North America and Europe. Both RJC and ResponsibleSteel have more than 50% of their stakeholder contacts in Europe, whereas for IRMA around one third are in Europe and one third in North America with the remainder widely distributed globally. ResponsibleSteel was originally established in Australia and maintains a high proportion of contacts from Oceania. In contrast RJC has a significant number of contacts in Asia. Further analysis is needed to understand the implications, but there may be potential for each M3 Partner to strengthen its geographical engagement in cooperation with other M3 Partners.

Testing the “Low Level of Stakeholder Interest” Hypothesis

At the start of the project, we identified the possibility of “low level of stakeholder interest” as one of the key project risks:

“1. Low level of stakeholder interest

“The project assumes that there is unmet stakeholder demand for engagement in multi-stakeholder initiatives in the [mining, minerals, and metals] sector as a whole,

that is currently constrained at least in part by the challenges presented by the existence of multiple initiatives addressing specific sectors, minerals, or a narrow range of issues. This assumption is currently untested. It is possible that civil society organisations with an interest in specific impacts of mining will have no interest in the potential benefits of engaging with initiatives that aim to link these concerns with broad downstream demand. And it is possible that downstream businesses will not see the value of engaging with initiatives that offer the potential for a collaborative approach at the mine level – perhaps preferring to develop their own sector specific schemes. It is possible that stakeholders are less concerned by the challenges of multiple initiatives but are actually no longer interested in engaging in any multi-stakeholder initiative to address the impacts of mining, minerals, and metals. The project will address these concerns through its stakeholder engagement and communications workstream.”

It is worth asking whether this fear has been realised, that civil society stakeholders focussed on their concerns about impacts in the mining sector are so disillusioned with failed dialogue with mining companies that they distrust standard systems that are industry led (MAC and RJC for the downstream industry) and are sceptical of even multi-stakeholder initiatives (like IRMA and ResponsibleSteel) that have included mining companies in their governance. In other words, is the problem we face not one of communication or stakeholder fatigue, but simply that stakeholders do not believe in the value of the solutions using market-based tools and the concern about “greenwashing” is high?

There is, arguably, some evidence for this. There is certainly a high level of scepticism among some civil society organisations as to the value of standards and certification programmes. However, the findings from our simple analysis of stakeholder contacts above do not suggest a simple lack of interest from civil society. In fact, we see continuing engagement with specific programmes, and growing interest and support from downstream businesses that see the need for mechanisms to address negative environmental and social impacts in their supply chains.

Lessons Learned

The four organisations leading the M3 Partnership learned many lessons from the efforts to develop collaborative approaches to stakeholder engagement described above, including:

1. Collaborative stakeholder engagement is most effective when there are ongoing collaborative activities across project partners.
2. Data protection requirements must be met, including EU General Data Protection Regulation (GDPR) compliance. This may require managing separate (but overlapping) contact lists for partner organisations.
3. The focus of collaborative engagement should be on projects that are accessible and directly relevant to those engaged.
4. Collaborators must be flexible and creative in their engagement approach when changing circumstances arise, such as limitations on travel and in-person gatherings in a global pandemic.

First, we have learned that the work of engaging stakeholders collectively is more likely to be achieved through ongoing collaborative activities across project partners, rather than by the mechanism of a shared contacts list. Based on our experience through the M3 Partnership to date, we believe that we create collective value by actively cooperating on specific aspects of interoperability.

Through active collaborations we are able to reach a broader list of stakeholders than any one of our organisations would be able to reach alone, and we have been able to demonstrate to stakeholders that we are working together on important issues of common interest, where an aligned and interoperable approach is fundamental to success.

Second, by using our respective contact lists instead of a combined list we were able to meet data protection requirements, including GDPR compliance. We were able to develop shared communications materials, e-invites, etc. and send these out as needed through our own separate channels, rather than establish a communal contact list for the purposes of project communication. There does appear to be potential to strengthen stakeholder engagement across the mining, minerals, and metals space if partner organisations can find ways to extend the interest of their own contacts into a broader interest across the whole sector.

Our study of collective approaches to stakeholder engagement resulted in greater awareness that the most valuable stakeholder relationships at the current stage of our organisations' development are in fact one-to-one relationships between individual M3 Partners and individual stakeholder organisations. These relationships are built over time, based on specific common interests or work areas, and are not readily or quickly transferable. The stakeholder engagement that each of our organisations is involved in consists of close relationships in relation to specific areas of work, rather than being the kind of public broadcasting that could be achieved through mass mailings and shared contact lists.

Third, we learned that the focus of collaborative engagement should be on projects that are accessible and directly relevant to those engaged. Our focus was primarily on development of the M3 IAP tool and pilots. While developing the IAP was largely technical work, sharing the tool with potential users and conducting pilots involved engaging with stakeholders relevant for all groups and testing a shared tool with potential to increase impact and efficiency.

Finally, collaborators must be flexible and creative in their engagement approach when changing circumstances arise. Our collaboration was especially meaningful and beneficial to help our organisations navigate the COVID-19 Pandemic, providing needed support and generating new options that helped us move beyond perceived obstacles.

Conclusions

The M3 Partners have found that there is significant and still largely unrealised impact to be achieved through increased interoperability and alignment across organisations working on

standards and assurance in the mining, minerals, and metals space. There is potential to leverage the impact of cooperation if stakeholders from business and civil society seek opportunities for collaboration and change across the sector as a whole and across the full range of ESG concerns, rather in relation to any one specific and limited aspect of it.

The M3 Partnership has already been presented as a positive example of inter-organisational collaboration, recognized in the Bundesanstalt für Geowissenschaften und Rohstoffe (Federal Institute for Geosciences and Natural Resources, BGR) report *Sustainability Standard Systems for Mineral Resources: A Comparative Overview – 2022*.²

In relation to business stakeholders, there are still a relatively small number of organisations, although growing in notable sectors (e.g., electric vehicles) that have the interest as well as the capacity to take a leadership position, whether that is in the development of standards, or in the specification of progressive “green” purchasing commitments. In relation to the former, there is a tension between the desire to engage many businesses, versus the desire to engage businesses with a genuine commitment to progress. In relation to the latter, it is obviously challenging for large companies to make public commitments to buy products certified to standards which have recently been established, and which have limited volume of material associated compared to the supply chain need. Taken together this leads to the well-known challenge of demonstrating sufficient demand to drive sufficient supply and maintaining standards high enough to remain credible and drive real change.

In relation to civil society stakeholders, our experience is that civil society organisations are typically small and staff resources are spread thin. Individual staff members may have a strong personal interest, but not have the remit to commit significant amounts of time to engage with standards programmes because such involvement is not directly funded and does not lend itself readily to project-based fundraising. Some of the strongest engagement has been from individuals within organisations that have been able to make their time available because they see this as important, even in the absence of formal allocation of resources. Ironically, it may be easier for civil society organisations to raise new funding to duplicate existing standards work under their own organisational brand, than for them to justify the allocation of scarce internal resources to cover the time to participate in ongoing work under existing programmes.

We continue to explore, between the four M3 Partners, the range of issues influencing establishment of credible programmes that maintain the support of stakeholders from businesses up and down supply chains, as well as from civil society. Where credibility and value are seen by all of these stakeholder sectors, we find the greatest opportunity for impact through improving social and environmental responsibility. That’s our shared goal.

The M3 Partnership will continue to pursue solutions to increase collective impact, including approaches to better coordinate and implement stakeholder engagement. Learn more about the M3 Partnership at <https://www.m3standardspartnership.org/>.

² BGR, *Sustainability Standard Systems for Mineral Resources: A Comparative Overview – 2022*, https://www.bgr.bund.de/DE/Themen/Min_rohstoffe/Downloads/studie_sustainability_standard_systems_2022.pdf?__blob=publicationFile&v=7.