



# 2023

## Impact Report



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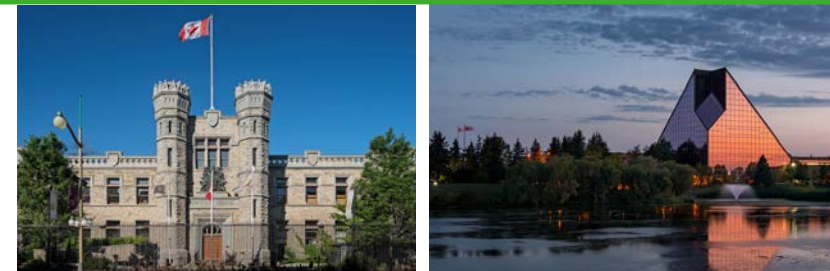
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# LAND ACKNOWLEDGEMENT

The Royal Canadian Mint acknowledges that its facilities rest on Indigenous territories. The lands on which its Ottawa facilities are located are the traditional and unceded territory of the Algonquin Anishinaabeg People. Its Winnipeg facilities are located on Treaty No. 1 territory, which is the traditional territory of the Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene Peoples, and the homeland of the Métis Nation.



SECTION 1

INTRODUCTION



## MESSAGE FROM THE CHAIR

On behalf of the Royal Canadian Mint’s Board of Directors, I am delighted to introduce the Mint’s first Impact Report, detailing the efforts the Mint is making to build stronger environmental, social and governance (ESG) practices — and to build a stronger Mint for the future.

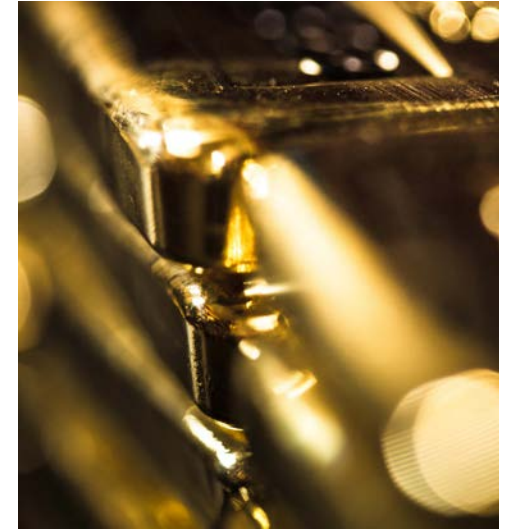
The Mint is committed to operating transparently across all areas of business, and ESG is no exception. Reporting on our progress toward achieving our ESG goals keeps the Mint accountable and highlights how we prioritize quality, innovation and profitability in the process.

In 2022, the Board of Directors prioritized carbon emissions and climate change; diversity, equity and inclusion; and responsible sourcing and manufacturing as pillars of the Mint’s ESG Commitment and Action Plan. The Mint is also committed to meeting its obligations regarding the Task Force on Climate-related Financial Disclosures (TCFD). We’ve already begun reporting many of our recommended TCFD disclosures ahead of our 2024 deadline to do so.

The Mint’s leadership team provides the Board’s Governance and Nominating Committee with regular progress reports on the organization’s ESG commitments. The Board recognizes the Mint’s efforts to operate more responsibly, and we are encouraged by continuous improvements to its ESG performance. Over the coming year, the Board will continue to apply an ESG lens to our corporate decision-making.

Finally, on behalf of the Board of Directors, I would like to thank and recognize the dedicated employees of the Royal Canadian Mint, whose efforts and commitment have resulted in accomplishments that have set the Mint up as a leader among the world’s mints and refiners.

**Phyllis Clark**  
Chair of the Board



## MESSAGE FROM THE PRESIDENT AND CEO

This past year was an eventful one at the Mint. We navigated economic disruption while delivering a solid financial performance and ensuring coins were available across Canada for use in trade and commerce. We've done this while making considerable progress toward the implementation of our ESG Commitment and Action Plan.

Our ESG Commitment and Action Plan is built on three areas of focus: addressing climate change and carbon emissions, expanding our commitment to diversity, equity and inclusion (DEI), and developing and implementing responsible sourcing and manufacturing processes.

Through this Impact Report, we hope to show our customers and the world how our reputation as an innovator is well-earned, and how our leadership on sustainability sets us apart. I firmly believe that our ESG Commitment and Action Plan cements our leadership position in the minting industry.

The core of our progress is owed to our people. It is their commitment to building a sustainable Mint that enables us to make such big, meaningful strides in innovation, governance and responsibility.

For instance, our research and development teams have ingeniously created industry-changing processes that reduce chemicals used during manufacturing processes. And our refinery team's commitment to transparency has led to the introduction of innovative digital methods for tracking the origins of our gold products. Employees from across the organization volunteer their time to participate in committees and working groups dedicated to further our progress on DEI and waste reduction.

We are continuing to build a safe, inclusive workplace that provides our people with opportunities to develop both personally and professionally, and that clears the way for employees to bring their whole selves to the workplace.

This report celebrates these collective efforts.

When we launched our ESG Commitment and Action Plan, it was a crucial step in sharing our story with our customers, our employees and the world at large. With the publication of our first Impact Report, we are furthering our commitment to being transparent about our ESG journey — including sharing the areas where there is still room for improvement.

To tell the whole story of the Mint's progress, we need to shine a light on all the areas where we are creating positive impact: on our people, on our customers and the communities in which we work and live.

I am delighted to share this part of our ESG journey with you.

**Marie Lemay**  
President and CEO



## ABOUT THE ROYAL CANADIAN MINT

The Mint is a Crown corporation owned solely by the Government of Canada. We are mandated by the *Royal Canadian Mint Act* to mint coins in anticipation of profit and to carry out other related activities.

With our facilities in Ottawa, Ontario, and Winnipeg, Manitoba, the Royal Canadian Mint produces coins for Canadian trade and commerce, and manages Canada's coin management system for optimum efficiency and cost. With a leading-edge on-site refinery, the Mint is a world-renowned manufacturer of precious metals investment products, collectibles and medals.

Our vision is to be the best mint in the world. We intend to get there through our customer focus, talented people and passion for innovation, all of which are underpinned by a commitment to ethical and sustainable practices. Our values of honesty, respect, pride and passion reflect the spirit of the Mint and are intrinsic to our success.

The Mint aims to be an agile, resilient Crown corporation focused on the future and prepared to act on opportunities to create value for Canada. Our mission is to lead by using our know-how to transform natural resources, creating value for Canada and customers around the world. **In line with those goals, the Mint's ongoing corporate objectives are:**

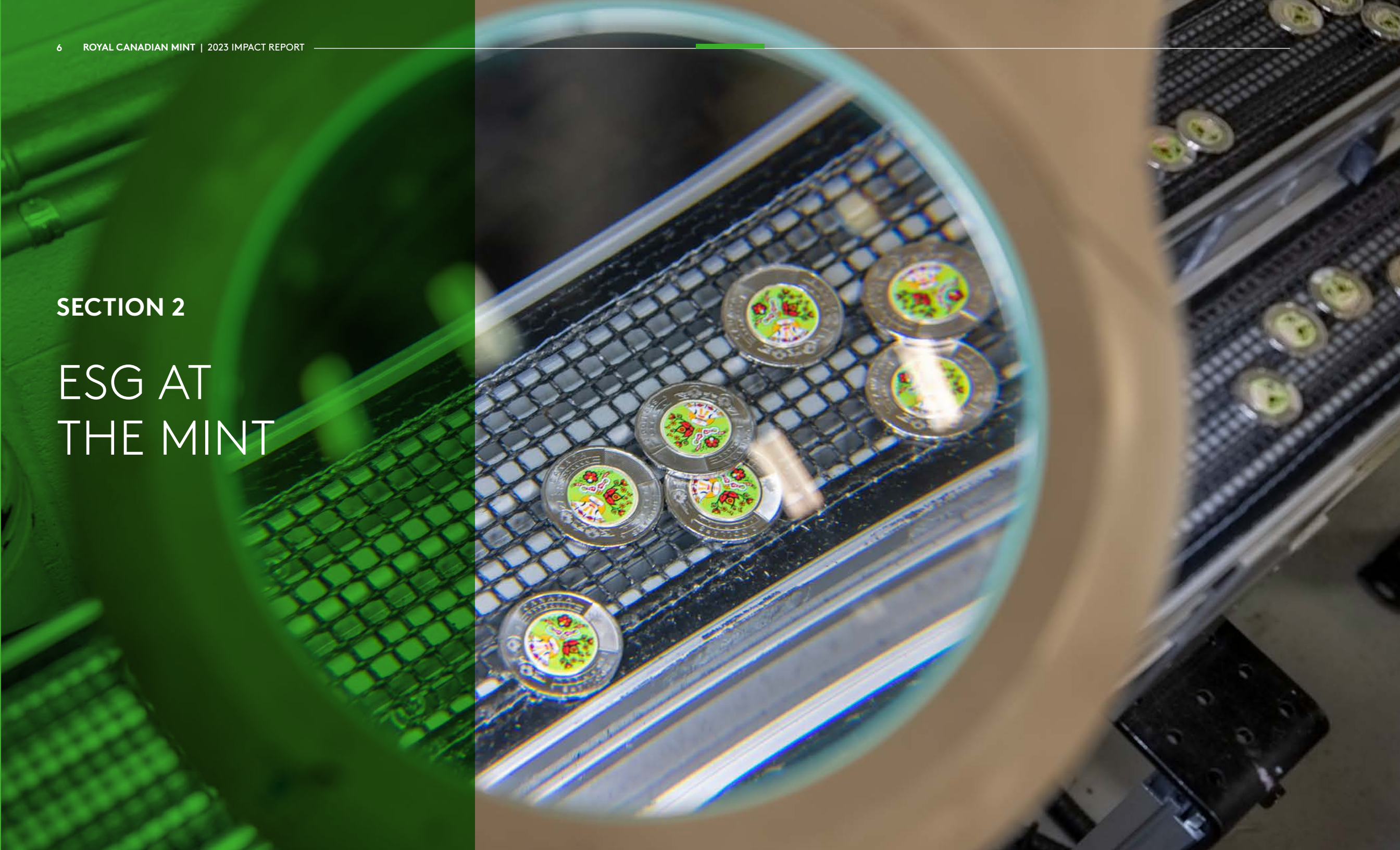
 <p><b>CANADA</b></p> <ul style="list-style-type: none"> <li>• Ensure coins are available across Canada for use in trade and commerce, and to ensure disaster resiliency.</li> <li>• Support Canada's mining and financial industries' role in the global precious metals supply chain while celebrating Canada's culture, history and values.</li> <li>• Enhance agile manufacturing capabilities and know-how to meet Canada's needs.</li> <li>• Demonstrate social responsibility while delivering strong financial performance.</li> </ul>	 <p><b>CUSTOMERS</b></p> <ul style="list-style-type: none"> <li>• Maintain a trusted brand for Canada and customers around the world that is known for industry-leading innovations.</li> <li>• Enhance agility to deliver on customer and shareholder expectations.</li> </ul>	 <p><b>PEOPLE</b></p> <ul style="list-style-type: none"> <li>• Be an employer recognized for leadership excellence and a culture of inclusion, collaboration and innovation.</li> <li>• Provide a healthy, safe and caring workplace where employees can grow and achieve their goals as part of a performing team.</li> </ul>	 <p><b>ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)</b></p> <ul style="list-style-type: none"> <li>• Provide products and services differentiated by social and environmental responsibility.</li> <li>• Take actions that contribute positively to communities and minimize the impact on the environment.</li> <li>• Invest in and develop environmentally responsible technologies and processes.</li> </ul>
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### 2023 BY THE NUMBERS

	<p>NUMBER OF EMPLOYEES</p> <p><b>1,147</b></p>	
<p>PROFIT BEFORE INCOME TAX AND OTHER ITEMS</p> <p><b>\$24.1</b> million</p>		 <p><b>23</b></p> <p>COIN POOL SITES ACROSS CANADA, where the Mint manages and distributes coin inventories on behalf of financial institutions, ensuring no shortage of coins</p>
	<p>VISITORS TO OUR BOUTIQUES IN 2023</p> <p><b>191,027</b></p>	<p><b>OTTAWA REFINERY</b></p> <p><b>6.6</b> million ounces of refined gold</p> <hr/> <p><b>2.7</b> million ounces of refined silver</p> 
	<p>REVENUE</p> <p><b>\$2.162</b> billion</p>	<p><b>122</b> new products launched</p> 
	<p>SHIPMENTS/PACKAGES TO CUSTOMERS IN 2023</p> <p><b>276,028</b></p>	

## SECTION 2

# ESG AT THE MINT



## MESSAGE FROM THE CHIEF IMPACT OFFICER

Over the past several years, the Mint has been on a journey to transform the way we do business. Prioritizing our environmental, social and governance responsibilities is not only about building confidence in the Mint’s practices, it is also critical to the sustainability of our organization.

That’s true across all aspects of the business, from producing and distributing circulation coins, to refining and materials acquisition, as well as creating and packaging commemorative coins and medals. Since the 2020 launch of our “One Mint” strategy, Mint employees have pitched in to reduce waste, improve energy use, and grow a safe, inclusive workplace culture.

We pride ourselves on being a transparent, respectful and ethical organization that cares about the people and places where we operate. These values show up in our ongoing commitments to reducing our environmental impacts, carrying out our social responsibilities with intention and enthusiasm, and keeping the long-term efficacy and sustainability of the organization top of mind.

This report highlights our accomplishments and shares some of the areas we can improve upon. We hope this level of transparency helps make the Mint a source of pride for all Canadians.

We are inviting you in to see what we’ve been up to — and where we’re going next.

**Michelle Richardson**  
Chief Impact Officer





## OUR SUSTAINABILITY JOURNEY

In 2020, the Mint embarked on a refresh of our strategic vision. Known internally as the “One Mint” strategy, the objective was clear: deliver a long-term strategy to ensure continued profitability while increasing our resilience and building upon our sustainable practices.

At the core of this strategy are our customers, who we serve with two business lines: circulation coins and precious metals. Supporting those businesses are the three pillars of the One Mint strategy: technology, people and ESG.

We believe that implementing a strong ESG strategy focused on climate action, DEI and responsible sourcing and manufacturing processes will enable the Mint to achieve stronger business outcomes, while contributing positively to society and to a sustainable future.

The Mint is proud to support the United Nations’ (UN) Sustainable Development Goals (SDGs), which are the heart of the UN’s 2030 Agenda for Sustainable Development. The SDGs are a set of 17 goals that aim to mobilize countries around the world to end poverty, fight inequalities and tackle climate change.

Our commitment to the SDGs is ongoing, and we will continue to develop our operations in ways that support the Government of Canada’s contributions to this initiative.

The chart on the following page demonstrates how the Mint’s ESG initiatives align to the UN SDGs.



# OUR SUSTAINABILITY JOURNEY

## ENVIRONMENTAL

We are committed to investing in solutions that lower our carbon footprint, reduce water use and waste, and minimize our environmental impact.

**AREAS OF FOCUS:**  
CARBON EMISSIONS  
& CLIMATE CHANGE

ENVIRONMENTAL			
SDG*	KEY AREAS	PRIORITIES	ONGOING INITIATIVES
	Climate Change	Greenhouse Gas (GHG)/ Air Emissions	<ul style="list-style-type: none"> <li>Reduced Carbon Emissions in Value-chain</li> <li>Carbon-neutral Circulation Business by 2030</li> </ul>
		Energy and Renewable Energy	
	Environmental Stewardship	Water Stewardship	<ul style="list-style-type: none"> <li>Waste Diversion</li> <li>Water Consumption</li> <li>ISO 14001:2015</li> <li>Sustainable Product Design</li> <li>Coin Management and Recycling</li> </ul>
		Waste and Hazardous Materials	
		Biodiversity Impacts	

## SOCIAL

We are committed to developing a healthy, safe and caring workplace for employees, grounded by a culture of inclusion that is reflected in our diverse offerings, while ensuring equitable access to coinage.

**AREAS OF FOCUS:**  
DIVERSITY, EQUITY & INCLUSION

SOCIAL			
SDG*	KEY AREAS	PRIORITIES	ONGOING INITIATIVES
	Employee Safety, Development and Wellbeing	Occupational Health and Safety	<ul style="list-style-type: none"> <li>Employee Wellbeing                             <ul style="list-style-type: none"> <li>Flexible Working Practices</li> <li>Learning and Development</li> </ul> </li> </ul>
		Human Rights and Labour Practices	
		Human Capital Management	
	Diversity, Equity and Inclusion	Diversity, Equity and Inclusion	<ul style="list-style-type: none"> <li>DEI ALL IN Action Plan</li> <li>Equitable Access to Coinage</li> <li>Diversity Reflected in our Products</li> <li>Accessibility Action Plan</li> <li>Official Languages</li> </ul>
		Community Relations	
	Community Relations	Rights of Indigenous Peoples	<ul style="list-style-type: none"> <li>Charitable Campaigns</li> <li>Supporting Families and Tuition Program</li> </ul>
		Community	

## GOVERNANCE

ESG is foundational to our governance processes and integrated to business and accountability.

**AREAS OF FOCUS:**  
RESPONSIBLE SOURCING  
AND MANUFACTURING

GOVERNANCE			
SDG*	KEY AREAS	PRIORITIES	ONGOING INITIATIVES
	Responsible Sourcing and Manufacturing	Supply Chain Management	<ul style="list-style-type: none"> <li>Precious Metals Traceability</li> <li>Research and Development to Reduce Chemical Use</li> <li>Plating Technology</li> <li>Bi-metallic Steel Reduction (Flaring)</li> <li>Responsible Metals Program</li> <li>ESG Contract Lifecycle</li> </ul>
		Responsible Sourcing and Manufacturing	
	Business Ethics and Compliance	Values and Ethics	<ul style="list-style-type: none"> <li>Code of Conduct and Ethics</li> <li>Whistleblowing Program</li> <li>Anti-Money Laundering</li> <li>Cyber Security</li> <li>Privacy</li> <li>Risk Management Tabletop Exercises</li> </ul>
		Privacy and Security	

• Initiatives tied directly to the Mint's ESG areas of focus

## 2023 ESG HIGHLIGHTS

*“At the Mint, we embrace innovation and experimentation. As we push toward a carbon-neutral Circulation business by 2030, our teams are developing less resource-intensive and more environmentally and socially responsible techniques for running our facilities and creating the coins, medals and keepsakes for which we are known.”*

*Michael Groves, Senior Program Advisor, Sustainability and International Mint Liaison*

**3**  
ground-breaking technologies

introduced that promise to contribute to a more sustainable minting industry, cementing our position as a leader in research and innovation:



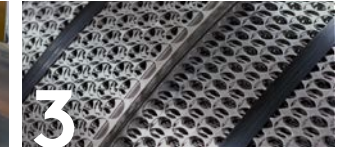
1

**Reduced-chlorine gold refining**, which takes harmful chemicals out of our refining process



2

**Non-cyanide bronze plating** in the production of yellow-coloured circulation coins and blanks



3

**Steel reduction “flaring” technology** that reuses steel cores from coin blanks, rather than going to waste

Read more about these technologies on page 27.



**491**  
tonnes

of greenhouse gas emissions offset, making the 2023 Mint Directors Conference, hosted by the Royal Canadian Mint, carbon-neutral



**14**  
tonnes

of waste sent to composting through employee-led initiatives

**53.4**  
hours

of training and professional development completed, on average, per Mint employee



**3<sup>rd</sup>**

consecutive year

the Mint has been named one of the National Capital Region’s top employers



**870**  
metres

of pipe laid underground to support geothermal technology in Winnipeg



**3**

artists

featured on the National Indigenous Peoples Day circulation coin – the first time three individual artists have been represented on a single Canadian circulation coin



One of 2023’s  
**Best 50**  
Corporate Citizens  
in Canada,

as ranked by Corporate Knights

# TRACKING OUR 2023 ESG PERFORMANCE

In our 2022 annual report, the Mint committed to a series of ESG targets for 2023. We believe that transparency around our ESG performance is critical, and are proud to publish how we have progressed against our targets.

ENVIRONMENTAL		
TARGET	RESULT	STATUS
Identify/implement <b>water consumption reduction</b> opportunities to achieve a 5% reduction over 3 years	In 2023, a new process was implemented that reduces water consumption in the burnishing of silver blanks in Ottawa production by up to 60% compared to before the process change. Further work is required in 2024 to identify additional opportunities within the organization.	In progress /partially achieved
Establish <b>waste diversion and recycling targets</b> and key performance indicators (KPIs) for our manufacturing waste	The Mint's Workplace Environmental Committee was formed during the year and a review of waste streams was conducted. The target for waste diversion from landfill, including recyclable materials, was established at 44% for 2024 and will be monitored monthly.	Achieved
Establish targets for <b>carbon emissions reduction</b> for 2024-2030 to achieve carbon neutrality of Circulation business by 2030	A decarbonization study was initiated in Winnipeg to identify processes to reduce or eliminate the use of fossil fuels. Investment requirements, implementation timeline and associated carbon emission reductions will be reported on in the first half of 2024. Carbon neutrality is based on Scope 1 and Scope 2 emissions.	In progress /partially achieved
<b>Zero major environmental incidents</b>	There were no major environmental incidents at the Mint in 2023. These are defined as incidents involving a release to the natural environment that resulted in remediation, property damage, or enforcement action.	Achieved

SOCIAL		
TARGET	RESULT	STATUS
<b>Reduce reportable injury rate</b> (year-over-year)	The reportable injury rate in 2023 was higher than in 2022. <ul style="list-style-type: none"> <li>• 2022: 2.59</li> <li>• 2023: 3.33</li> </ul> Reportable injury rate = reportable injuries per 200,000 hours worked.	Not achieved
Embed the practices outlined in the <b>DEI Lens Toolkit</b> with what was launched in 2022	Information seminars and training of employees on applying the newly developed DEI Lens Toolkit were initiated in 2023. This toolkit is now used as part of the recruitment process.	Achieved
Achieve 85% participation rate in <b>DEI active learning opportunities</b>	A total of 92.7% of the Mint's non-unionized employees participated in documented DEI active learning opportunities. This objective will include unionized employees in 2024.	Achieved
Reach <b>5 developmental days</b> per employee per year	Mint employees participated in an average of 7.1 developmental days in 2023, surpassing the target.	Achieved

GOVERNANCE		
TARGET	RESULT	STATUS
Implement <b>refinery traceability</b> program	A solution using a secure distributed ledger technology platform was implemented to track end-to-end sourcing and custody of gold processed through our refinery.	Achieved
Fully implement <b>ESG considerations into the Mint's contracting lifecycle</b>	The Mint's ESG within the Contract Lifecycle guideline was finalized and implemented in 2023, with consideration for ESG principles continuing to be incorporated within the contracting lifecycle.	Achieved
Achieve and maintain <b>industry leading certifications</b>	The Mint achieved ISO 14001:2015 certification across the organization, and successfully completed an LBMA audit against the LBMA's updated Responsible Gold Guidance V9 (RGG9 standard).	Achieved

## 2024 TARGETS

The Mint’s 2024 ESG targets are consistent with our corporate objectives and deepen our commitment to the United Nations’ Sustainable Development Goals. They include delivering environmentally and socially responsible products and services; making positive contributions to communities while minimizing environmental impacts; and investing in more sustainable technologies and processes.

ENVIRONMENTAL		SOCIAL		GOVERNANCE	
TARGET	GOAL	TARGET	GOAL	TARGET	GOAL
Reduce water consumption by 5% over 3 years (2024-2026) vs. 5-year average (2018-2022)	Identify additional reduction opportunities. Installation of monitoring tools	Reduce reportable injury rate (year-over-year)	Reduction from 2023 rate	Reduced chemical dependence by 2025	Complete research and development project with McGill University to reduce chlorine in gold refining
Increase the Mint’s corporate waste diversion rate	Achieve waste diversion target of 44%	Achieve diversity objectives for the four designated employment equity groups	Achieve a workforce % identifying as: <ul style="list-style-type: none"> <li>women: 33.5%</li> <li>visible minority: 28%</li> <li>Indigenous Peoples 5%</li> <li>living with a disability: 4.5%</li> </ul>	Explore new responsible sourcing opportunities	Explore Artisanal Sourced Mining (ASM) and Indigenous outreach Fully deploy precious metals traceability
Implement decarbonization roadmap to achieve carbon neutrality of the Circulation business by 2030	Identify actions and investments needed to achieve annual reduction targets for Scope 1 and Scope 2 emissions, which will be determined in 2024	Build stronger links with Indigenous communities	Initiate process to achieve <i>Progressive Aboriginal Relations (PAR) Committed</i> status	Achieve and maintain industry leading certifications	Maintain LBMA and ISO 14001:2015 certifications
Quantify the Mint’s Scope 3 greenhouse gas emissions	Identify and quantify Scope 3 sources	Sustained commitment to employee learning and development	Average 5 developmental days per employee per year	Transparent ESG reporting	Publish 2023 Impact Report
Maintain zero major environmental incidents	Zero major environmental incidents				

## SECTION 3

# ENVIRONMENTAL



# CLIMATE CHANGE

As a Crown corporation working to serve Canadians, we must lead by example on climate action. That’s why the Mint’s Board directed us to focus our environmental efforts on carbon emissions and climate change.

The Mint’s ESG objectives are aligned with the UN Sustainable Development Goal around climate action. The development of our decarbonization roadmap is underway. Its leading goal? A carbon-neutral Circulation coin business by 2030.

*“The decarbonization roadmap will help us reduce our environmental impact and contribute to our climate action efforts. This is a project that provides us all with opportunities to learn and adapt our climate actions as an organization and individually.”*

*Karen West, Senior Manager, Operations Development and Project Lead*

## DECARBONIZATION ROADMAP

There are three emissions scopes:

- Scope 1: direct emissions (e.g. natural gas use)
- Scope 2: indirect emissions associated with the purchase and use of electricity
- Scope 3: carbon emissions throughout the value chain

\*Source: Greenhouse Gas Protocol

**Scopes 1 and 2:** In 2023, we completed the first phase of our decarbonization plan by identifying our direct and indirect Greenhouse Gas (GHG) emitters at our Winnipeg facility.

In phase two, we will develop a GHG emissions reduction plan that identifies reduction opportunities and calculates investments. This report is due by mid-2024.

We also engaged a third party to review how we were calculating Scope 1 and Scope 2 emissions, and provide recommendations on how to improve our methods to meet ISO 14064-1:2018 requirements. These recommendations were used to recalculate our emissions data for 2020-2023.

**Scope 3:** Our ESG Commitment and Action Plan includes reducing carbon emissions in our value chain. Taking the first step toward that target requires identifying the sources of our indirect GHG emissions. This can include anything from emissions linked to raw materials used in minting processes, to emissions related to transporting our circulation coins from our Winnipeg facility to our distribution points. A complete Scope 3 inventory of GHG emissions sources is set to be completed in 2024.

## PROMOTING RENEWABLE ENERGY

Another key component of our decarbonization roadmap is reducing our use of GHG-emitting energy sources and adopting more renewable ones.

Our Winnipeg facility accounts for 75% of the total electricity used by the Mint, and nearly all of the electricity used there, 99%, is from a renewable source: hydroelectricity. This keeps electricity-related GHG emissions (Scope 2) very low.

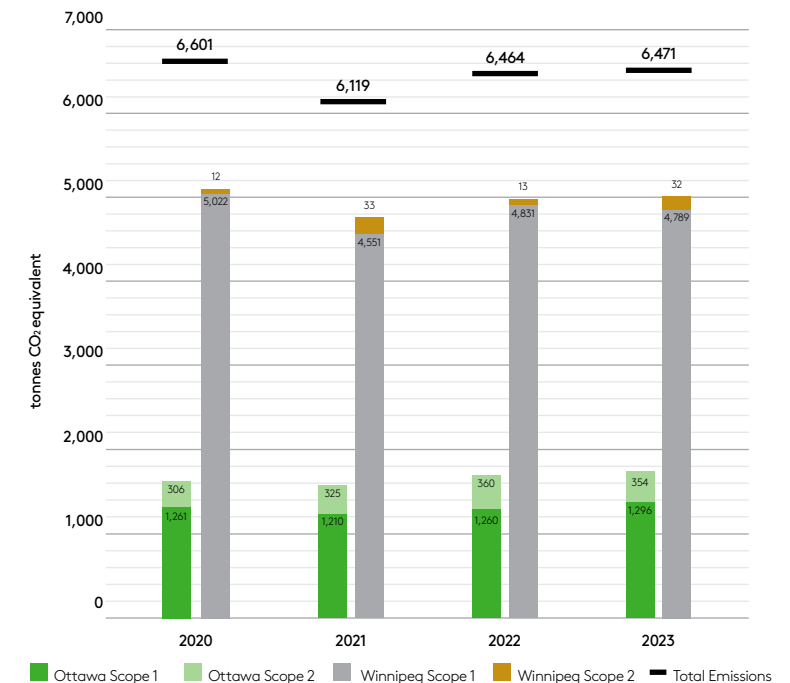
In 2022, the Mint began investing in geothermal energy by drilling wells on the grounds of the Winnipeg facility. That work continued this year; in 2023, we installed 870 metres of pipe. The geothermal pipes bring cool water from deep underground into the Mint to cool our machinery. That newly heated water is then circulated around the facility to heat different rooms before it returns underground to be cooled again. This loop greatly reduces the need for carbon-emitting fuels in certain heating and cooling processes.

In Ottawa, we are evaluating opportunities to reduce carbon emissions and increase the share of renewable energy use.

*“Identifying indirect carbon emissions in our value chain (Scope 3) is a key step in reducing the Mint’s overall emissions. A complete inventory of Scope 3 emissions will really show the impact that our everyday actions and decisions can make.”*

*Kristine Veaudry, Manager, Corporate Environment*

## GHG EMISSIONS



# ENVIRONMENTAL STEWARDSHIP

The Mint strives to be a mindful steward of the environment in all areas of our business. From reducing waste, to promoting sustainable and ethical mining practices, to seeking more environmentally responsible refinery methods, we are committed to reducing our environmental impact.

### Internationally recognized standards

As of 2023, all of the Mint’s facilities are ISO 14001:2015 (environmental management systems) certified. Our Ottawa facility received certification following a rigorous audit, while the Winnipeg facility, has been certified since 2021.



Geothermal pipe installation in Winnipeg

## WASTE DIVERSION AND REDUCTION

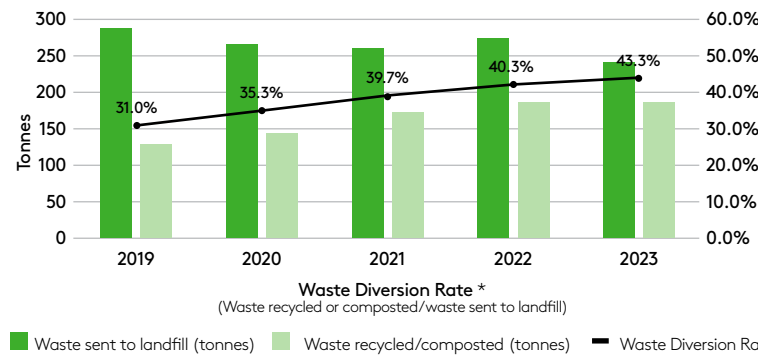
Waste diversion and reduction are essential parts of the Mint’s ESG Commitment and Action Plan. From small individual actions by employees to organization-wide initiatives, the Mint is actively working to reduce and limit what is sent to landfills, and to responsibly dispose of remaining waste. That work includes improving our data collection methods and setting waste-diversion targets.

### Finding packaging alternatives

Shipping our products and supplies safely and securely is paramount at the Mint. In 2023, two employees introduced a way to make this important part of our business more environmentally conscious and sustainable, adopting cotton cloth — reusable, sustainable and biodegradable — to replace plastic foam sheets previously used to protect the plastic CD lenses in coin set packaging.

The switch from foam to cloth inserts has been a big win for reducing waste. For one, the packaging team reuses cloth inserts in good condition, and responsibly disposes of poor-condition cloth inserts. Second, the new packaging has also proven to be better packaging overall, resulting in fewer scratched (and thus discarded) lenses. These benefits — which come at no increased cost — clearly demonstrate how smart packaging can also be good for the bottom line.

### WASTE DIVERSION



\* The waste figures are calculated based on data supplied by our waste management providers in Winnipeg and Ottawa. The Mint engaged a new waste management provider for its Ottawa facility in December 2023 and a new calculation will be applied and reflected in 2024 reporting.



Ottawa Mint employees Sureyya Firat Karaaslan and René Guitard worked with external suppliers to adopt cotton cloth packaging material, used for popular coin set products.



## ENVIRONMENTAL STEWARDSHIP

### Waste diversion – everyone’s business

The Workplace Environmental Committee (WEC) is a group of employee volunteers working to make the Mint a more sustainable workplace, one small change at a time.

The committee, comprised of about 20 Ottawa and Winnipeg employees, leads awareness campaigns around sustainability with a focus on waste diversion. Employee engagement in these grassroots initiatives has been growing steadily through projects and campaigns focused on composting, recycling and sustainable commuting.

These initiatives helped the Mint compost more than 14 tonnes of biodegradable materials in 2023.



*“The Workplace Environmental Committee (WEC) began as a grassroots, cross-functional, employee-led committee with a focus on making tangible changes to the day-to-day operations, in efforts to advance environmental programs and initiatives at the Mint.”*

*Charles Daoust, Manager, Assay Operations and Ottawa Workplace Environmental Committee Chair*

## RESPONSIBLE WATER USE

Water is essential to many Mint processes. We are continually seeking ways to reduce total water consumption, with a goal of reducing water use by 5% by 2026. This target is part of our larger research and development framework to manufacture our products in a more environmentally conscious way.

### WATER CONSUMPTION (cubic metres per tonne of output)



## ENVIRONMENTAL STEWARDSHIP



### Better Burnishing

When the Mint's Process Engineering team began looking at making improvements to their process for polishing gold and silver blanks, known as burnishing, their goal was to reduce the number of rejected blanks and improve the overall yield. They thought they could accomplish that while also reducing water and chemical use.

Previously, the burnishing process required a continuous supply of water and chemicals. Through experiments with over 200 burnishing techniques, the team was able to create an approach that not only improved the yield and quality of the blanks produced, but also reduced water consumption and chemical use by between 30 to 60%.

### Innovation and Impact

We innovate — that's what we do. And the Mint's innovations don't only focus on products, but also process. As an international industry leader, we must look at the whole picture to continuously improve and build sustainability in our industry *and* our communities.

That's why we aren't only focused on making better products. We are also always looking for ways to reduce waste and safely and responsibly release emissions, as well as limit chemical use whenever possible.



# SECTION 4 SOCIAL



# DIVERSITY, EQUITY AND INCLUSION

The Mint is committed to inclusion. From our coin concepts and our hiring process, to our minting and production work, we strive to integrate diversity, equity, and inclusion into everything we do.

First introduced in 2021, the *ALL IN* Diversity, Equity and Inclusion (DEI) Action Plan outlines the Mint’s commitments to DEI. Over the last three years, we have worked to build and integrate DEI developments and actions related to the plan’s eight goals.

The Mint continues to develop products reflecting the diversity of Canada. In 2019, we introduced an annual series of coins commemorating Black history. This year’s coin recognized the No. 2 Construction Battalion, the largest all-Black battalion-sized unit in Canadian military history. Also in 2023, we unveiled the latest coin in the “Generations” series telling the story of Mi’kmaq Creation, as well as our commemorative circulation coins celebrating National Indigenous Peoples Day and aeronautical engineering trailblazer Elsie MacGill.

The Mint’s coin management system is integral to ensuring coins are available when and where needed and is a cornerstone of our social responsibility program. We work hard to ensure that Canada’s payment system remains an inclusive one, where all people across Canada, regardless of income or geography, continue to have equitable access to coinage even as the use of digital payments increases.

**“We created the *ALL IN* DEI Action Plan to shift toward a culture of inclusion, but the real ongoing action is about empowering employees to take active ownership of the Mint’s DEI efforts. This means being leaders in the space and acting as visible, vocal and voluntary allies.”**

*Melissa Muduuli, Manager, Diversity, Equity and Inclusion*

The Mint continues to promote allyship among employees. In 2023, 68 employees took on formal allyship roles as DEI Committee members and ambassadors. Meanwhile, six employee resource groups (ERGs) were formed around accessibility, 2SLGBTQIA+, and celebrating diverse cultures and languages.

The progress we’ve made across the three-year implementation of the *ALL IN* DEI Action Plan has laid a strong foundation for creating a more diverse, equitable, and inclusive workplace. With the *ALL IN* DEI Action Plan as a framework, we will continue to include and leverage the diverse perspectives of our employees and our community partners.



**GOAL ONE: Communications**

Communicate DEI information internally and externally, fostering a spirit of allyship.



**GOAL TWO: DEI Lens**

Apply a DEI lens to policies and programs in order to help reduce barriers, resulting in a safe, respectful and inclusive work environment.



**GOAL THREE: Benchmark and Metrics**

Establish and measure achievable DEI outcomes through a series of collaborative activities, resulting in improved employee engagement and enablement through the use of analytics.



**GOAL FOUR: Tools**

Collect, share and leverage resources that support the Mint’s DEI culture, enhancing inclusion practices that foster belonging.



**GOAL FIVE: Learning and Development**

Design and implement accessible DEI learning programs that can be evaluated for impact, helping employees to be better equipped to be inclusive and apply their learning effectively.



**GOAL SIX: Leadership**

The Mint’s leaders demonstrate and model their commitment to the *ALL IN* Action Plan and its goals, helping the Mint achieve its DEI objectives.



**GOAL SEVEN: Recruitment and Onboarding**

Ensure employee experience practices are inclusive and equitable, resulting in a more inclusive and diverse workforce that is a reflection of the customers we serve.



**GOAL EIGHT: Partnerships**

Pursue meaningful partnerships with diverse stakeholders to advance the DEI Action Plan and goals, with these partnerships helping the Mint achieve its business goals.



**MINTING WITH PRIDE AND ALLYSHIP**

Mint employees in Ottawa and Winnipeg showed their pride and allyship this year, raising the Pride flag and participating in Pride parades in both cities.

**“Every day is a chance to make changes to create the life we want. Accepting each other is not just a once-a-year event. Parades are not only inspiring celebrations of differences but also a declaration of good intention, visibility, and equality to all human beings.”**

*Daniel Tapar, Operator, Plating & co-organizer for Mint employees who participated in the Winnipeg Pride parade*

**92.7%**

of the Mint’s non-unionized employees participated in documented DEI active learning opportunities in 2023



# EMPLOYEE SAFETY, DEVELOPMENT & WELLBEING

## OCCUPATIONAL HEALTH AND SAFETY

### The Mint's No. 1 priority is workplace safety

Over the last several years, our teams and health and safety committees have made tremendous progress in creating a safer workplace. Together, we've instituted processes for:

- Cross-functional safety inspection
- Reporting near-miss and hazard incidents
- Conducting accident investigations that focus on root-cause analysis and lead to corrective actions

In 2023, the Mint introduced the Serious Injury or Fatality and Potential for Serious Injury and Fatality (SIF/PSIF) reporting program. PSIF is the analysis of all accidents and near-miss and hazard reports, with the goal of anticipating potential incidents and taking corrective actions before a serious injury can occur.

Our collaborative approach is working. In 2023, refinery and medals employees and managers worked together to create electronic lifts that help reach and lift heavy materials, some as heavy as 22 kilograms. This innovation significantly reduces ergonomic risk ratings.

In the last year, all Mint employees completed a new virtual course, Evolution of Actions on Safety and the Environment (EASE), which provides training on psychological safety and human factors in the prevention of workplace accidents.

That's in addition to mandatory courses for all employees on chemical awareness, fire safety, forklift safety and environmental management system awareness training.

*"The Mint's commitment to employee wellbeing provides excellent opportunities like the Mental Health Working Group, Virtual Mint Mornings, awareness and training, to employees like me to lead and support our colleagues, while taking charge of our own mental health and wellbeing."*

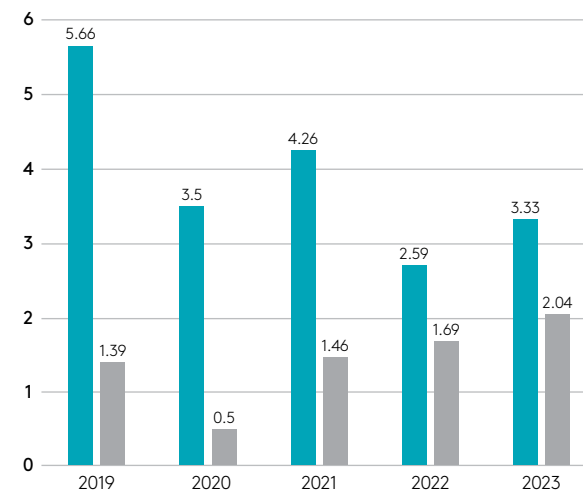
Minka Singh, Project Manager and Wellbeing Project Member

### Supporting mental health and wellness

The Mint is driven to create and sustain a vibrant, safe and people-centric workplace. Building on 2022's launch of a holistic and integrated wellbeing strategy, we continued our commitment this year with:

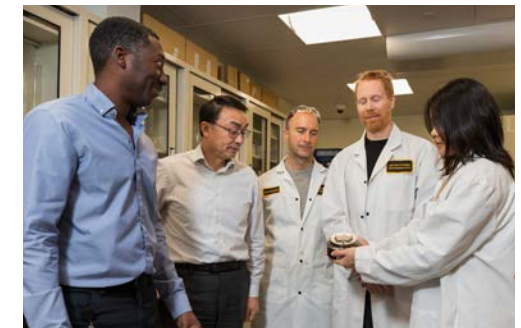
- **Virtual Mint Mornings:** Programmed by the Mint's employee-led Mental Health Working Group, Virtual Mint Mornings are an opportunity for all employees to learn mental health and wellness strategies from a diverse set of speakers.
- **Employee Family Assistance Program:** A free, confidential counselling and wellbeing resource available to employees and their family members, 24/7/365.
- **Health and wellness programming:** Certified instructors lead meditation sessions and other wellness-minded initiatives. The Mint also hosts free annual influenza clinics for employees during their workday.

## SAFETY METRICS



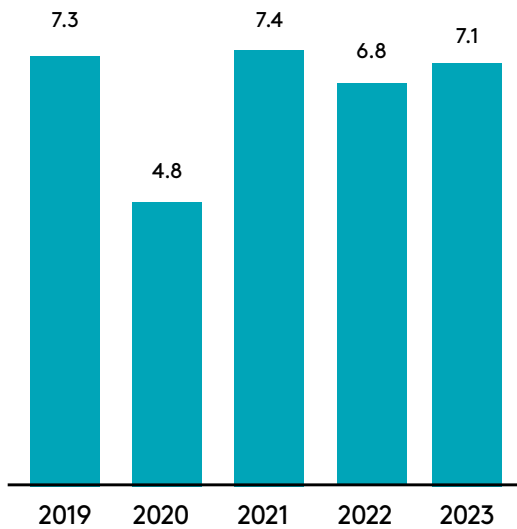
Reportable injury rate: all reportable injuries per 200,000 hours worked.  
 Lost-time injury rate: lost-time incident or injury frequency per 200,000 hours worked.

■ Reportable injury rate ■ Lost-time injury rate



# EMPLOYEE SAFETY, DEVELOPMENT AND WELLBEING

## EMPLOYEE TRAINING (average training days per employee)



Number of days that were dedicated to training divided by the number of employees. The Mint's target to reach five developmental days per employee per year was exceeded in 2023.

## HUMAN CAPITAL MANAGEMENT

### Supporting life-long learning at work

From first aid and environmental management systems awareness to customer service excellence, the Mint's learning and development curriculum helps employees achieve success in their roles and career aspirations.

The Mint also offers many professional development opportunities as part of our *ALL IN* DEI Action Plan. These include cross-cultural learning, along with language training in French, English and American Sign Language.

### Getting employee feedback

Since 2017, the Mint has conducted an annual company-wide employee survey to ensure we have an inclusive, respectful workplace where employees can thrive.

The survey, administered by an external party, is part of company-wide communications strategy to get honest employee feedback on what is working well and what could be improved. The 2023 results showed the Mint's workplace engagement score was 7% higher than the Canadian workplace average score, and 15% higher than the global average.

These are just some of the reasons why in 2023 the Mint was named one of the National Capital Region's top employers for a third consecutive year.

### Pay equity committee

The Mint's Pay Equity Committee was established in 2023 to help develop an organizational pay equity plan to be submitted to the Canadian Human Rights Commission in 2024.

In compliance with the *Pay Equity Act*, the committee is gender-balanced and includes representation from each bargaining unit and non-unionized employees in both locations, as well as management.

### Flexibility in the workplace

Ensuring flexibility in the workplace helps provide all employees, no matter where they are located, with a psychologically safe and healthy work experience. That's why the Mint offers employees flexible workplace practices, including hybrid working arrangements and a new activity-based workspace. This workspace provides areas that facilitate collaborative work or brief impromptu conversations and team huddles, as well as a quiet zone for focused, independent work.

### Supporting the next generation of minters

Each year, the Mint awards scholarships to children of employees to help them pursue their aspirations in higher education. National non-profit Universities Canada has helped the Mint with our scholarship program since 2016. Nine students received scholarships valued at \$3,000 each in 2023.

The Mint also encourages and supports students of all ages by participating in the annual Take Our Kids to Work Day. This year saw the participation of more than 30 high school students across both locations.

# EMPLOYEE SAFETY, DEVELOPMENT AND WELLBEING

## HUMAN RIGHTS AND LABOUR PRACTICES

The Mint upholds the *Canadian Human Rights Act* and the *Employment Equity Act* and uses these as our guiding light on integrating human rights and equitable labour practices into the organization.

As part of that, we created an Accessibility Action Plan to achieve a barrier-free workplace for employees living with disabilities. The plan, created in collaboration with people with disabilities, respects the *Accessible Canada Act*.

*“Our goal at the Mint is to make the employee experience inclusive and barrier-free every step of the way – from applying to a job, onboarding and ultimately their career path with our organization. The Accessibility Action Plan seeks to support this vision.”*

Angela Vanikiotis, Director, Talent Management



## ACCESSIBILITY ACTION PLAN PILLARS

2023-2026

### EMPLOYMENT

Improve recruitment, retention and promotion of employees with disabilities

### BUILT ENVIRONMENT

Enhance accessibility in the workplace

### TECHNOLOGY

Make information and communications technology usable by all

### COMMUNICATION

Produce information in accessible formats

### PROGRAMS AND SERVICES

Enhance the employee and customer experience with accessibility in mind

### PROCUREMENT

Include accessibility criteria in procurement strategies

### Fighting forced labour

The federal *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, which came into force on January 1, 2024, mandates all government institutions that produce, purchase or distribute goods in Canada or elsewhere, including the Mint, to report annually on the steps they've taken to reduce the risk of forced labour and child labour being used by them or in their supply chains.

The protection of labour and human rights, and treating workers with dignity, respect and equity are principles that guide the Mint's day-to-day operations. The Mint is committed to doing its part to eradicate forced labour and child labour and to end modern slavery and human trafficking, and it expects all its partners to take the necessary measures to do the same.

### Respecting labour standards

Working in a safe and healthy work environment is a fundamental right of Mint employees, contractors and partners. The Mint's corporate health and safety policy is bolstered by a suite of comprehensive, proactive and practical health and safety programs designed to comply with federal labour and safety regulations. Our programs identify, assess and control workplace hazards, including those impacting psychological health and safety.

With a predominantly unionized workforce (65%) represented by two unions (Public Service Alliance of Canada and Amalgamated Transit Union), the Mint is committed to maintaining a healthy union-management relationship built on mutual respect and constructive dialogue. The collective bargaining environment is anchored in a solutions-oriented mindset, providing a stable industrial relations climate.

## COMMUNITY RELATIONS



*“When it comes to reconciliation, I would say this is pretty close to that ... This is Canada, more than any other coin that has come up.”*

*Red River Métis Artist Jennine Krauchi, whose work is featured on the National Indigenous Peoples Day commemorative circulation coin, at the coin's launch*

### INDIGENOUS RELATIONS

The Mint has a long history of showcasing Indigenous art and artists on its coins. Recently, we've been making concerted efforts to move beyond simply consulting with Indigenous artists and communities, to working with them as partners on coin concepts. Collaborating on every step along the way is an important part of our commitment to not only create meaningful coins, but to do so in a manner that creates genuine partnerships.

These efforts are in support of the Truth and Reconciliation Commission of Canada's 94 Calls to Action, as well as the United Nations Declaration on the Rights of Indigenous Peoples.

#### Truth and Reconciliation Keepsake

Developed by the Mint, working closely with the National Centre for Truth and Reconciliation (NCTR) and their Survivors Circle in 2022, the Truth and Reconciliation Keepsake honours the more than 150,000 First Nations, Inuit, and Métis children taken from their families and forced to attend residential, day and boarding schools across Canada. The keepsake acknowledges the intergenerational impacts of this legacy and invites Canadians to reflect on how they can practise reconciliation in their everyday lives.

All net proceeds from the sale of the keepsake support the work of the Na-mi-quai-ni-mak Community Support Fund, established by the National Centre for Truth and Reconciliation (NCTR) to assist Survivors and their communities to carry out healing and commemoration activities. To date, more than \$150,000 has been raised through this initiative, which has been extended until the end of 2024.

#### Celebrating National Indigenous Peoples Day

In a first for a Canadian circulation coin, the National Indigenous Peoples Day commemorative circulation coin features the combined work of three Indigenous women artists: Megan Currie of English River First Nation, Myrna Pokiak (Agnaviak) of Inuvialuit Settlement Region and Jennine Krauchi, Red River Métis.

This commemorative circulation coin was developed not only with the artists but also with their communities, and with the input of national Indigenous organizations. More than a dozen individuals and organizations representing First Nations, Inuit, and Métis peoples were consulted in its creation.

The finished coin is an exceptional fusion of distinct artistic visions uniting the artists' expression of their cultures, art and traditions. The collaboration represents an open invitation to all to celebrate National Indigenous Peoples Day.

The Mint welcomes opportunities to directly engage with Indigenous artists, communities and organizations in pursuit of building greater equity and stronger relationships. Together, we are producing coins that draw attention to subjects of national significance through an accessible means.

#### Growing understanding

In addition to ensuring inclusive representation in our products, the Mint provides employees with learning and development opportunities to learn more about truth and reconciliation.

In 2023, we welcomed celebrated Indigenous author and artist Tomson Highway, who spoke to employees about his life, work and personal experiences. Events like these give Mint employees opportunities to broaden their perspectives and learn from the lived experiences of others.

The Mint also offers skill-based training in intercultural competency, conflict resolution, human rights and anti-racism as part of our learning and development program for employees, in alignment with the Truth and Reconciliation Commission's Call to Action 57 (professional development and training for public servants).



## COMMUNITY RELATIONS

### Coins and community

The Mint strives to make a positive impact – environmentally, economically and socially – in all communities where we do business, in Canada and around the world.

In 2023, the Mint continued our support of both the Ukraine Humanitarian Appeal and the National Centre for Truth and Reconciliation’s Na-mi-quai-ni-mak Community Support Fund by donating net cash proceeds from the 2023 sales of our Pysanka coin, 1972 Summit Series collection and Truth and Reconciliation Keepsake. The keepsake will remain available for purchase until the end of 2024.

Mint employees also gave back to their communities. Employees and their family members spent a cold night outside in November with Stay Up Ottawa to help fight youth homelessness, raising nearly \$11,000 for the city’s Youth Services Bureau.

Meanwhile, Winnipeg’s IT team marked 10 years of donating old computers, laptops, phones and other electronics to Manitoba’s Computers for Schools, a program that refurbishes such devices for use in schools, libraries, non-profit learning organizations and Indigenous communities. Employees across the facility also came together to support the annual Toy Mountain holiday campaign and other community organizations.

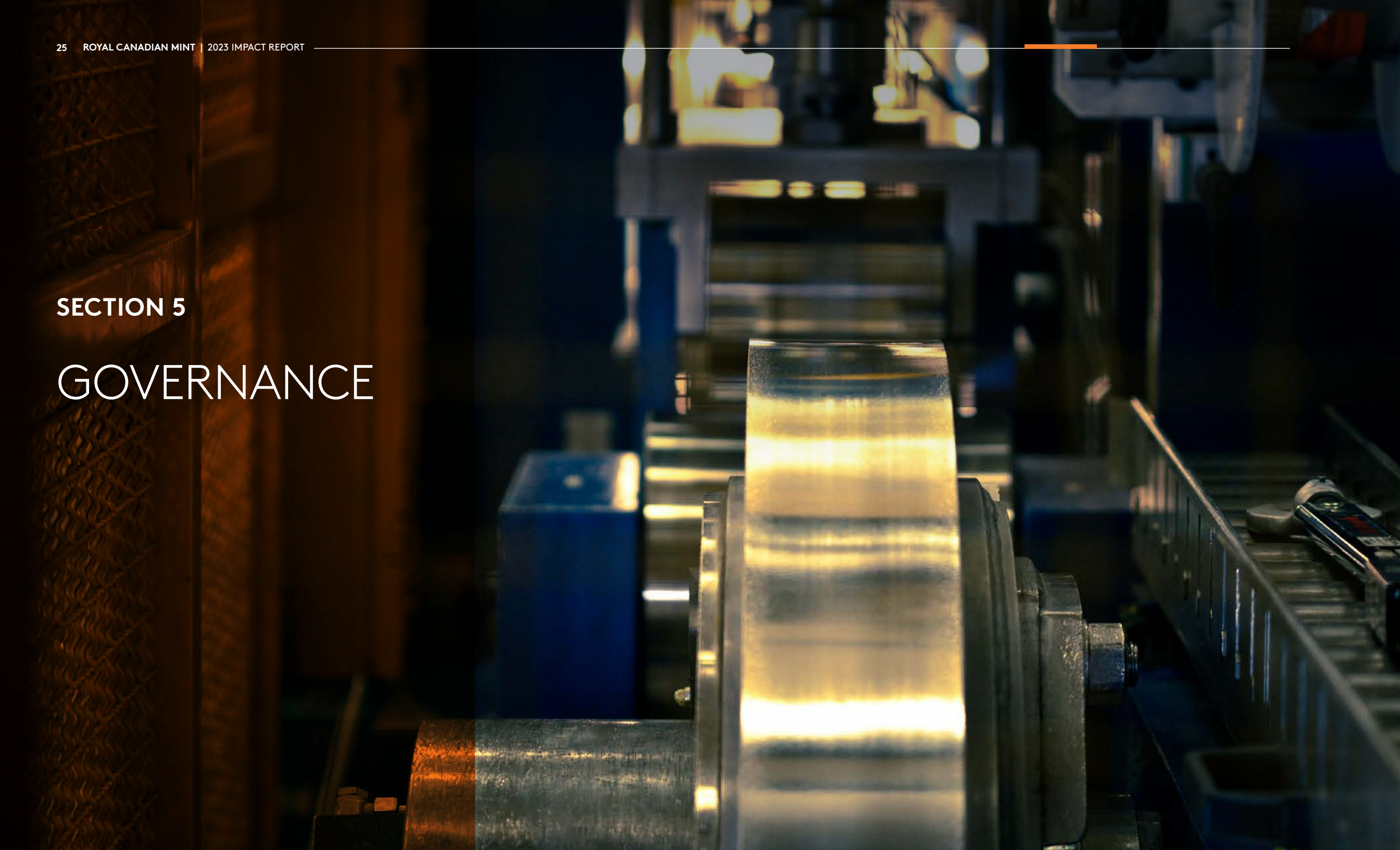
In both Ottawa and Winnipeg, employees shared their time and talents by participating in career days in local schools and volunteering with community organizations, including volunteer fire departments.

The Mint is engaged in the communities where we work and live, and that commitment extends to sharing the stories of our numismatic products and commemorative circulation coins. While coin exchanges are held regularly onsite in Ottawa and Winnipeg, members of the public were able to exchange their circulation coins for new ones at events held across the country including Vancouver, Calgary, Sherbrooke, Fredericton, and Membertou First Nation in Nova Scotia.



## SECTION 5

# GOVERNANCE



## RESPONSIBLE SOURCING AND MANUFACTURING

Responsible sourcing and manufacturing are important components of the Mint's ESG Commitment and Action Plan. Our goal is to be a recognized international leader in ESG within the precious metals refining and bullion production ecosystem, and to embed sustainable material sourcing and environmentally responsible technologies into our manufacturing processes.

***“Responsible sourcing of precious metals compliance requires a continuous improvement mindset. The issues on responsible sourcing around the globe are evolving constantly. This momentum requires us to look for continuous improvement opportunities that we can build into our Responsible Metals Program. This is the challenging and important task at hand.”***

*Andrea Kniewasser, Director, Regulatory Affairs (Compliance)*

### Verifiable and ethical

In November 2022, the Mint implemented our new Responsible Sourcing (Precious Metals) Policy, ensuring refinery operations continually meet rigorous and responsible sourcing standards. Promoting, supporting and engaging with secure, transparent and verifiable mined or recycled precious metals supply chains is the cornerstone of this policy, and ensures compliance to the London Bullion Market Association (LBMA) requirements.

In 2023, the Mint successfully maintained certification as a LBMA Good Delivery refiner, with our Responsible Metals Program audited against newly strengthened standards of the LBMA's Responsible Gold Guidance V9 (RGG9). This is part of the LBMA's Responsible Sourcing Program which protects the integrity of the global supply chain for the wholesale precious metals markets.

Investors in precious metals have long trusted the Mint and the purity, quality and security of our metals and bullion. This year, the Mint added an additional layer of digital transparency with the implementation of an innovative secure distributed ledger technology platform that tracks the end-to-end sourcing and custody of gold processed through our refinery. This traceability ensures buyers and sellers alike can be confident that gold refined at the Mint is responsibly sourced.

### From start to finish – ESG within the Contract Lifecycle Guideline

The Mint continuously develops and implements context-appropriate guidelines on how to incorporate ESG throughout the contract lifecycle stages of sourcing, procurement and post-award contract management.

The ESG within the Contract Lifecycle Guideline is an element of the Mint's wider ESG Commitment and Action Plan. The guideline is meant to help the Mint identify and implement responsible practices and sustainable development goals within our strategic contracting activities.

### Due diligence

Mining is among the largest and most important industries in Canada, and is a critical industry for the Mint.

As a sustainable organization that is environmentally and socially responsible, the Mint strives to work with like-minded companies. We have a comprehensive program for assessing the sourcing of precious metals that is based on the Organisation for Economic Co-operation and Development's (OECD) Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas. This assessment program includes obtaining detailed information on the ESG practices of our mining partners.

### Artisanal small-scale mining

In collaboration with the LBMA, the Mint is working to assess and support opportunities for the formalization of artisanal small-scale mining (ASM). This builds on our commitment to the sustainable precious metals industry and supports the livelihoods of mining communities while minimizing our environmental impact.



### 2023 \$50 1 oz. 99.99% PURE GOLD Gold Maple Leaf (SINGLE SOURCED MINE NEWMONT ÉLÉONORE MINE)

The 2023 \$50 Single Mine 1 oz. 99.99% pure Gold Maple Leaf (GML) bullion coin answers market demand for greater precious metal sourcing transparency while also showcasing the Mint's refining capabilities. This special GML is entirely composed of gold extracted by Newmont at its Éléonore mine in Quebec and is refined under a rigorous segregation protocol.

## RESPONSIBLE SOURCING AND MANUFACTURING

The Mint's research and development (R&D) team are leaders in our ESG Commitment and Action Plan, developing innovative and pioneering technologies that reduce risks to the environment and our people.

Building on our commitment to greatly reduce the amount of chemicals used in manufacturing, the R&D team helped develop two ground-breaking technologies in 2023 — both of which promise to have a wide-reaching positive impact.

### A golden opportunity

Chlorine has long been a key component in the gold refining process, used at extremely high temperatures to oxidize impurities like iron, copper and nickel so they can be removed from doré.

A recent partnership with Montreal's McGill University promises to transform gold refining by replacing the current process, known as the Miller chlorination process, with a safer, more environmentally responsible one.

Our collaboration with McGill's research team has resulted in a process that eliminates chlorine almost entirely by introducing an acoustic energy process to catalyze a chemical reaction. The process is non-toxic, requires less energy and is safer for our people and our environment.

This breakthrough builds on previous work done by the Mint to reduce chlorine usage in gold refining. In 2019, the Mint introduced a new technology in the gold refinery process — acid-less separation (ALS) — that reduced the use of chlorine gas by more than 50% in the Ottawa refinery.

With successful lab scale testing completed and the appropriate patents filed, the Mint will begin scale-up work to introduce this promising technology to the gold refining process in 2024.

***“Using acoustic energy to assist chemical reactions provides a renewable, environmentally responsible alternative to current processes for gold refining. We are excited to partner with McGill University researchers and share this process with the world.”***

*Dr. Xianyao Li, Chief Technology Officer*

### New-age bronze

The second innovation of 2023 is the Mint's development of a non-cyanide bronze electroplating process in the production of yellow-coloured circulation coins and blanks.

Traditionally, electroplating processes have required the use of cyanide, which poses a danger to both people and the environment. The Mint's new process eliminates cyanide entirely from the bronze plating process, using non-toxic chemicals that can be easily handled.

This technology is the world's most environmentally responsible bronze plating method and is being scaled to be able to make up to 250 million large pieces in 2024.

### Saving steel through innovation

Dozens of countries have relied on the Mint's circulation coin capabilities to produce stunning bi-metallic pieces. The process requires punching a hole in a steel blank and replacing the core with a contrasting metal.

Reducing material waste in bi-metallic coin production is another way of reducing the Mint's environmental footprint. Now, with a new technology called flaring, steel cores from coin blanks that were previously unusable can now be reused in the creation of bi-metallic coins. This technology has the potential to reduce the Mint's steel consumption by up to 40%, advancing the Mint's global reputation as a producer of bi-metallic, sustainable coins.



## BUSINESS ETHICS AND COMPLIANCE

The Royal Canadian Mint's values of honesty, respect, pride and passion reflect the spirit of the organization and the core of our culture and governance.

These values are engrained in all aspects of our business, and our adherence to the highest ethical standards ensures that our organization remains a source of pride for Canadians.

### A culture of right-doing

The Mint is dedicated to having a clear and transparent channel for any internal or external reports of wrongdoing. Providing all employees with a safe, inclusive and ethical work environment is a shared responsibility; everyone needs to feel secure in reporting misconduct that could harm the Mint, our employees or our reputation.

Through a third-party whistleblower hotline, Mint employees and members of the public can raise concerns and report misconduct or wrongdoing in a secure, anonymous and confidential manner. The hotline is a primary component of the Mint's Speak Up initiative, which builds our culture of right-doing by enabling employees to report concerns with confidence and without reprisal in compliance with the federal *Public Servants Disclosure Protection Act* and the company's own Code of Conduct and Ethics.

### Accountable and ethical

Accountability and integrity are core to the Mint's mission and an important part of our culture. To that end, all employees participate in regular training on the Mint's Code of Conduct and Ethics, including anti-bribery, corruption, ethics and compliance. Following this training, employees are required annually to review the Mint's Code of Conduct and Ethics. This ensures employees are aware of the Mint's values and represent the Mint accordingly.

The Mint has an organization-wide Anti-Money Laundering/Anti-Terrorist Financing (AML/ATF) compliance program that includes regular assessments of risk mitigation measures, a compliance training program and external reviews of the effectiveness of the program.

The Mint's refinery customers and partners are also included in this program and like the Mint, are required to report suspicious transactions to the Financial Transactions and Reports Analysis Centre of Canada. External reviews of the program are completed every two years to ensure we remain current and in alignment with industry trends and procedures.

### Security and Cyber security

As the manager of Canada's coin management system and as a refiner and storage provider of precious metals, the Mint takes privacy and security extremely seriously. The integration of the Mint's protective services (physical security) and cyber security teams in 2022, as well as the addition of the IT team to the corporate security department, have enabled the Mint to better mitigate security risks. As our corporate security program evolves, we are working to apply a risk-based approach to help further protect our employees, our customers, and our digital and physical assets and operations.

Cyber security is an essential component of strong governance processes and business performance at the Mint. In efforts to strengthen governance, the Mint drives cyber security awareness among all employees. We use a variety of content formats, trainings and approaches to keep employees up to date on best practices for staying safe online, both in the office and when travelling internationally for business. Additionally, every October the Mint marks Cyber Security Awareness Month with awareness campaigns that encourage employees to stay vigilant against phishing attempts and other online threats throughout the year.

### Privacy

The protection of privacy is fundamental in fostering trust with the Mint's customers, employees and other stakeholders. The Mint's corporate privacy program establishes a privacy governance framework with clear responsibilities and training requirements for all employees that enables sound and consistent privacy practices across the organization. The Mint is committed to openness about the collection, use and disclosure of personal information as a means of supporting ESG transparency.

### Risk management – planning and preparing

Risk planning and preparation are essential components of business planning, and governance overall.

The Mint holds regular risk management tabletop exercises, recreating realistic scenarios to ensure employees can effectively respond to potential disruptions if our operations face physical or cyber threats.

As well, keeping employees informed in real time is critical in any emergency. Through an organization-wide mass notification tool, the Mint is prepared to communicate essential up-to-the-minute updates on issues such as severe weather warnings and unexpected interruptions to our operations.

# CORPORATE GOVERNANCE

The Board of Directors is tasked with overseeing the management of the Mint’s business and affairs, which includes full and final responsibility for the corporate plan and its implementation. The Board – which reports to Parliament through the Minister of Finance – is composed of 9 to 11 Directors, including the Chairperson and the President and CEO.

### The Role of the Board

#### The Mint’s Board of Directors:

- Establishes and approves the Mint’s strategic direction through a five-year business plan
- Holds management accountable for the Mint’s business performance and achievement of its objectives
- Reviews and approves major strategies and initiatives
- Exercises due diligence by assessing risks and opportunities
- Monitors financial corporate performance, ensures the integrity of financial results and ensures oversight of business risk in accordance with the Mint’s Enterprise Risk Management Framework
- Reports to the Government of Canada

Each year, the Board of Directors reviews and updates the Board and Committee workplans to ensure it meets its obligations. The 2024 Board and Committee workplans were approved in September 2023.

### Board Committee

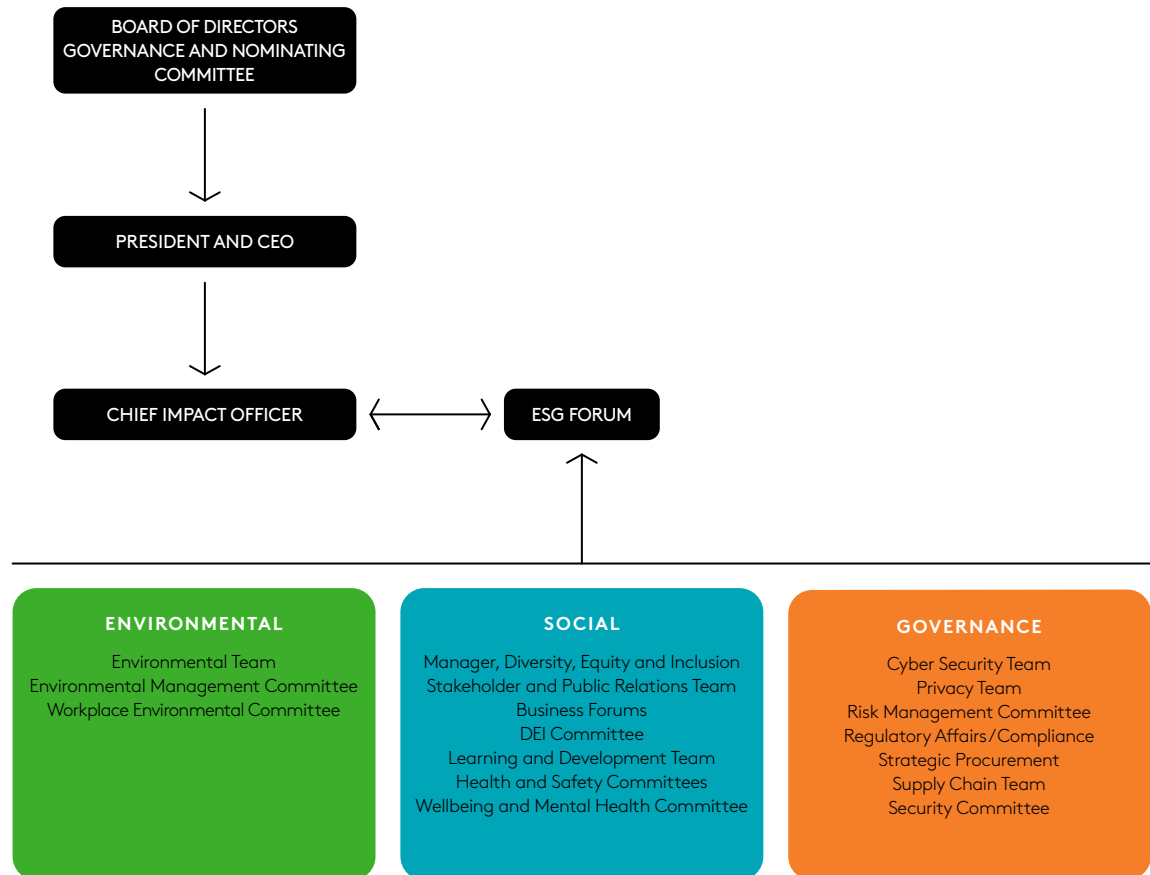
#### Three standing committees assist the Board in carrying out its responsibilities:

- Audit Committee
- Human Resources and Workplace Health and Safety Committee
- Governance and Nominating Committee

The Governance and Nominating Committee oversees the Mint’s ESG work. At least three directors sit on this committee, and they meet quarterly to ensure mandates are followed.

### ESG Leadership

The Mint’s ESG goals and strategy are set by the leadership team, led by the Chief Impact Officer. The leadership team reports ESG-related results and issues to the governance and nominating committee every financial quarter.



## SECTION 6

# TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES



## TCFD

Established in 2015, the Task Force on Climate-related Financial Disclosures (TCFD) is an international effort led by the G20 to improve corporate transparency by providing a framework for disclosing climate-related risks and opportunities facing their businesses.

The Mint’s ESG Commitment and Action Plan includes increasing transparency on the climate risks associated with our business. The following section of the Mint’s Impact Report outlines the work we are doing to meet our TCFD reporting obligations.





### Advancing the Mint’s disclosures on climate-related financial risks

The recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) seek to enhance the amount and quality of the information reported in corporate disclosures on climate change issues.

The Government of Canada’s commitment to achieving net-zero carbon emissions by 2050 and the physical impacts of a changing climate present both risks and opportunities to the Canadian economy. The Government of Canada has recognized the importance of effective disclosures on climate change as the foundation for providing greater transparency and clarity to investors and communities on the impacts of climate change for businesses, both negative and positive. The federal government has mandated that all Crown corporations start reporting climate change information in line with the TCFD recommendations by no later than fiscal year 2024.

Our journey toward TCFD-aligned corporate disclosures started in 2022. We have followed a phased approach that started with developing a governance framework, building internal capacity, understanding the organization’s exposure to risks and opportunities, and setting near-term carbon reduction targets. We are working on developing concrete action plans, setting long-term targets and laying out our long-term vision for contributing to Canada’s decarbonization and climate change resilience together with our partners and our communities.

The table on this page illustrates our progress and plans from 2022 to 2024 and beyond, around the four areas of the TCFD recommendations – governance, risk management, strategy and metrics and targets. The following pages detail our progress on implementing the TCFD recommendations ahead of the 2024 reporting deadline.

MINT’S PROGRESS AND PLANS FROM 2022 TO 2024 AND BEYOND			
	Phase 1 - 2022	Phase 2 – 2023	Phase 3 – 2024 +
<b>GOVERNANCE</b> 	<ul style="list-style-type: none"> <li>Defined the roles of the Board and Management on ESG and TCFD.</li> </ul>	<ul style="list-style-type: none"> <li>Developed the implementation plan for the ESG Commitment and Action Plan and TCFD disclosures.</li> </ul>	<ul style="list-style-type: none"> <li>Regular reviews and enhancements, if required, to our governance structure on climate change.</li> </ul>
<b>RISK MANAGEMENT</b> 	<ul style="list-style-type: none"> <li>Conducted a TCFD gap analysis.</li> </ul>	<ul style="list-style-type: none"> <li>Conducted an enterprise-wide climate change risk assessment.</li> <li>Started the integration of climate change risks and opportunities in the enterprise risk management (ERM) system.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to integrate and monitor climate change risks and opportunities in our ERM system.</li> </ul>
<b>STRATEGY</b> 	<ul style="list-style-type: none"> <li>Adopted the ESG Commitment and Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Disclosed near-, medium- and long-term risks and opportunities, and the Mint’s resilience in a 2°C scenario.</li> <li>Identified low-carbon energy options for the Winnipeg and Ottawa facilities.</li> <li>Started a Scope 3 emissions screening study.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the actions on our decarbonization roadmap for the Circulation business.</li> <li>Develop the action plan for Scope 3 emissions.</li> </ul>
<b>METRICS AND TARGETS</b> 	<ul style="list-style-type: none"> <li>Published Scope 1 and Scope 2 carbon emissions data on the corporate website and annual report.</li> <li>Set our 2030 carbon neutrality target for the Circulation business.</li> </ul>	<ul style="list-style-type: none"> <li>Engaged a third-party to validate Scope 1 and 2 carbon emissions data.</li> <li>Disclosed Scope 3 business travel carbon emissions.</li> </ul>	<ul style="list-style-type: none"> <li>Set and disclose our long-term carbon reduction target.</li> </ul>



## TCFD

### GOVERNANCE

#### Board oversight of climate change risks and opportunities

In 2022, the Mint's Board of Directors approved our ESG Commitment and Action Plan, which includes a commitment to follow the TCFD recommendations ahead of the fiscal 2024 reporting deadline from the Government of Canada.

At the Mint, the Board's Governance and Nominating Committee has the overall responsibility for providing oversight on the execution of the ESG Commitment. The committee meets quarterly. Its responsibilities include:

- Providing strategic direction on the assessment and management of climate change risks and opportunities
- Reviewing climate-related corporate disclosures, alongside the Board's Audit Committee
- Monitoring progress in the implementation of the TCFD recommendations across the organization

#### Management's role in assessing and managing climate change risks and opportunities

Reporting to the President and CEO, the Mint's Chief Impact Officer is part of the organization's leadership team and has the responsibility of overseeing the execution of the ESG Commitment and implementation of the TCFD recommendations. The Mint's leadership team, chaired by the CEO, meets weekly and reviews information on the

development and execution of TCFD-related initiatives on a quarterly basis. Leadership also tracks progress toward the 2024 federal government reporting deadline on TCFD-aligned disclosures of climate change risks and opportunities. The Mint's leadership team reports quarterly to the Board of Directors on the ESG Commitment, including TCFD-related matters.

The Chief Impact Officer works with professionals across our organization and chairs the ESG Forum. The ESG Forum is the interdisciplinary steering group that provides guidance and support on the implementation of the ESG Commitment across our organization, including on climate-related issues and actions plans. The ESG Forum is involved in the development and review of action plans to meet our climate change targets. Membership in the ESG Forum is dynamic and includes representation from all departments involved in the implementation of the ESG Commitment and Action Plan. The ESG Forum meets monthly.

### RISK MANAGEMENT

#### Process to identify and assess climate change risks and opportunities

The Mint has a formal enterprise risk management (ERM) framework that guides management on how to apply risk management across the organization in an integrated, systematic, inclusive and transparent manner. This framework lays out the expectations, process and tools to identify, analyze, communicate and manage risks.

The Mint's performance is influenced by many factors, including competitive pressures, economic conditions and volatility in the financial and commodity markets. Changes to the Government of Canada's objectives and federal legislation can also have an impact on our strategy and operations.

As a megatrend with impacts on macroeconomic conditions and the local environments where the Mint operates, climate change presents potential risks and opportunities for the organization. In 2023, to better understand the likelihood and impact of these risks and opportunities, the Mint conducted a scenario-based, enterprise-wide climate change risk and opportunity assessment (CCRA) with the help of specialized, outside expertise. This CCRA considered three time periods (now, the 2030s and the 2050s) and two different climate change scenarios.<sup>1</sup>

Both transition and physical risks and opportunities were assessed, and impacts on the Mint's human resources, financials, operations and reputation were considered. The methods and scoring scales used to assess the potential impact and likelihood of climate change risks and opportunities were based on the Mint's ERM Framework. The CCRA relied on data, information and expert insights across our organization, as well as our integrated risk management committee which reviewed and commented extensively on the risks and opportunities identified, the internal controls available to manage them, and the risk and opportunity scores.

The Mint's leadership team and the Board of Directors will continue to monitor how these issues are being managed over time. More details about the results of this CCRA are provided in the next section of this report titled "Strategy."

#### Process to manage climate change risks and opportunities

The Mint's risk management team has started integrating climate change risks and opportunities into the organization's strategic and operational risk registers so that their management can be appropriately monitored and reported to management and the Board of Directors. Each risk and opportunity will be tracked and assigned a risk/opportunity owner with the responsibility to implement appropriate business responses.

#### Integration into the Mint's enterprise risk management framework

ESG issues and climate change-related matters are already part of our corporate plan review process, which influences capital allocation decisions.

With the integration of climate change risks into the organization's strategic and operational risk registers, climate change will be a component of our ERM framework, just like other business risks and opportunities.

<sup>1</sup> As the sources of information for the scenarios used in the CCRA, the project drew from modelling data authored by the Bank of Canada and the Office of the Superintendent of Financial Institutions (OSFI), as well as physical climate change projections based on downscaled model data from the Intergovernmental Panel on Climate Change (IPCC).

## TCFD

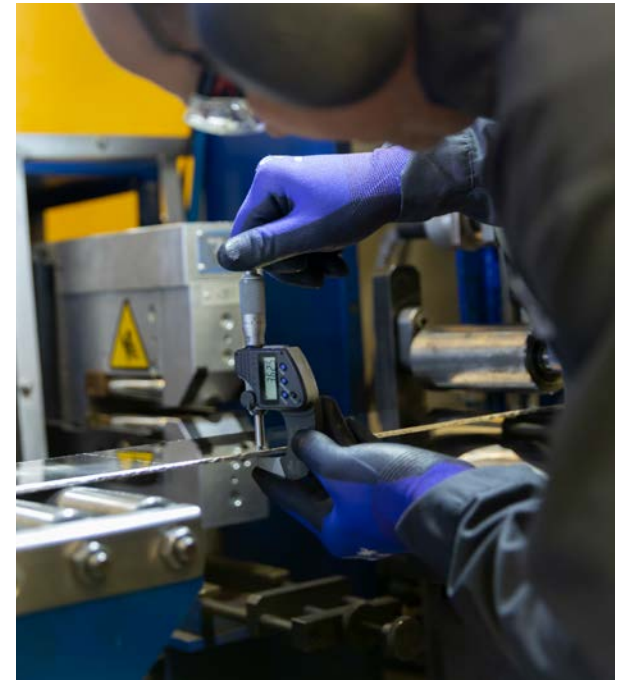
### STRATEGY

#### Transition risks and opportunities

Transition risks and opportunities relate to the regulatory, market, technological and reputational forces arising from the transition to a net-zero carbon economy.

Table 1 on the following page outlines the Mint's current understanding of the most important transition risks and opportunities for our business by the 2030s in a 2°C climate change scenario, based on the results of the CCRA conducted in 2023 (see the previous "Risk Management" section). The CCRA also considered these same risks and opportunities in a baseline scenario of increasing GHG emissions. The impact and likelihood scoring scales in the table indicate the relative importance of each risk and opportunity in the context of all the other risks and opportunities that the Mint faces.

These scoring scales are based on our own definitions of risk levels from our ERM framework.



# TCFD

**Table 1. Subset of the Mint’s transition risks and opportunities by the 2030s in a 2°C climate change scenario**

TRANSITION RISKS			
	ESTIMATED IMPACT	ESTIMATED LIKELIHOOD	CONTROLS
<p><b>Carbon target</b> The Mint’s carbon-neutral target for the Circulation business by 2030 will require capital investments and operational changes.</p>	Moderate	Somewhat likely	<ul style="list-style-type: none"> <li>The Mint is working on our decarbonization roadmap to meet our 2030 target.</li> <li>The Mint has already identified low-carbon energy options for our facilities.</li> </ul>
<p><b>Carbon prices</b> The Mint relies on production inputs that may be subject to rising carbon prices, and the carbon tax component in diesel transportation and heating prices will increase.</p>	Moderate	Likely	<ul style="list-style-type: none"> <li>The Mint’s Circulation business is on target to be carbon neutral by 2030.</li> <li>The Mint sees opportunities to work with our commercial partners to reduce our Scope 3 GHG emissions and embedded carbon costs.</li> </ul>
<p><b>Competition for resources and markets</b> Most minerals and metals used in the Mint’s operations will see higher demand from low-carbon technology companies (e.g., solar PV, electric vehicle batteries).</p>	Moderate	Likely	<ul style="list-style-type: none"> <li>The Mint has strong procurement relationships with suppliers of minerals and metals in Canada and abroad.</li> <li>Thanks to our strong competitive advantages, the Mint has demonstrated our resilience during drastic market changes, such as during the COVID-19 pandemic.</li> </ul>

TRANSITION OPPORTUNITIES			
	ESTIMATED IMPACT	ESTIMATED LIKELIHOOD	CONTROLS
<p><b>Higher demand for low-carbon products</b> Customers will increasingly favour low-carbon products.</p>	Low	Likely	<ul style="list-style-type: none"> <li>The Mint already prides itself on the low-carbon intensity of our products. We house one of the most technically advanced gold and silver refineries in the world, and we source all our gold from Canada.</li> <li>The Mint is a technology leader in precious metals refinery and minting operations; we hold several proprietary patents for resource-efficient production, which demonstrates a strong innovative culture. This positions the organization favourably to identify and implement further resource efficiency opportunities.</li> </ul>
<p><b>Enhanced government endorsement</b> The Government of Canada encourages companies that contribute to the country’s carbon targets.</p>	Moderate	Likely	<ul style="list-style-type: none"> <li>The Mint has a strong foundation in place to be a leader in ESG topics, including climate change.</li> <li>The Mint has the potential to support the decarbonization of Canada’s mining and metals sector by working with our suppliers of minerals and metals and contribute to create additional value for Canada’s economy.</li> </ul>
<p><b>Higher demand for bullion as a resilient investment asset class</b> With more socioeconomic disruptions due to climate change, demand for safe and resilience asset classes may increase, e.g. gold bullion.</p>	Moderate	Somewhat likely	<ul style="list-style-type: none"> <li>Canadian gold is probably uniquely positioned to take advantage of any potential increased demand in the face of market volatility and socio-economic disruptions due to the relative resilience of Canada’s resources and metals industries compared with other precious metals producing countries.</li> </ul>

# TCFD

## Physical climate change risks

Changes in average and extreme climate conditions will impact the Mint’s buildings and workforce, as well as the industries, communities and utility networks that are part of our value chain, in Canada and internationally. Table 2 below summarizes the physical risks with the most potential to affect the Mint by the 2030s in a 2°C climate change scenario based on the results of the CCRA conducted in 2023 (see the previous “Risk Management” section for more details on the method and sources of scenario data used for the CCRA).

**Table 2. Subset of the Mint’s physical risks by the 2030s in a 2°C climate change scenario**

PHYSICAL RISKS			
	ESTIMATED IMPACT	ESTIMATED LIKELIHOOD	CONTROLS
<p><b>Indirect impacts on the supply chain and logistics due to more extreme climate</b>  <i>With more extreme climate-related hazards (e.g., storms, floods, wildfires) there is a risk that the Mint’s suppliers may suffer loss, disruptions and/or backlogs.</i></p>	Moderate	Likely	<ul style="list-style-type: none"> <li>The Mint has a diversified supply chain.</li> <li>Inventory management controls are in place to enhance resilience in case of disruptions. The Mint has demonstrated resilience during the supply chain disruptions caused by the COVID-19 pandemic and the 2021 West Coast floods.</li> </ul>
<p><b>Business interruption due to direct damage to the Mint’s facilities or surrounding infrastructure because of more extreme climate</b>  <i>The Mint’s physical assets (e.g., buildings, parking lots) and their surrounding infrastructure (e.g., roads and utilities) could suffer direct damage due to more extreme climate-related hazards (e.g. storms, floods, wildfires).</i></p>	High	Somewhat likely	<ul style="list-style-type: none"> <li>Winnipeg and Ottawa have already experienced extreme climate-related hazards in recent years, but to date the Mint has not suffered consequential impacts from these events.</li> <li>The Mint’s asset maintenance, remote work and other planning practices (e.g., backup power) contribute to reduce the likelihood of business interruption.</li> </ul>
<p><b>Higher potential for occupational hazards due to more extreme climate</b>  <i>The risk of injury and illness among employees and contractors could increase due more hazardous climate-related conditions.</i></p>	Low	Somewhat likely	<ul style="list-style-type: none"> <li>The Mint has a very strong culture of health and safety.</li> <li>Remote work for office workers has the potential to mitigate many potential injuries during times of extreme adverse weather.</li> <li>The Mint has heating, ventilation and air conditioning systems in our buildings to mitigate the impact of possible increases in high temperatures on personnel, and outdoors operations are limited.</li> </ul>

### Impact on the Mint’s business, strategy and financial planning

The CCRA found no severe climate change risk in the short term, but it does point to a potential increase in the severity of climate change risks for the organization by the 2030s. The CCRA findings will inform the Mint’s monitoring of emerging risk issues related to climate change in the context of our strategic and operational planning.

The CCRA concluded that the Mint’s overall transition and physical climate change risk profile is low. This does not mean that the Mint does not face medium- or long-term challenges related to climate change. The Mint recognizes the importance of continuing to make progress towards decarbonization and improving our resilience to climate-related disruptions.

### Resilience of the Mint’s strategy in a 2°C climate change scenario

The Mint’s business is resilient to climate change impacts in a 2°C climate change scenario due to the organization’s strong competitive advantages, our people and the robust internal controls we have in place.

#### The Mint’s strong competitive advantages:

We are a technology leader in precious metals refining and minting operations. Our strong, innovative culture makes us well-positioned to maintain this technological advantage as the potential market changes brought by climate change may require technological advancements and industry transformation.

#### The Mint’s people and internal controls:

Thanks to our people and internal controls, we have demonstrated our ability to adapt, maintain operations and sustain growth during drastic market disruptions, for example the impact of the COVID-19 pandemic on coinage demand. These same strengths will contribute to our long-term resilience to climate change.

# TCFD

## METRICS AND TARGETS

### Scope 1 and 2 GHG emissions metrics

The Mint has been tracking our direct sources of Scope 1 and 2 GHG emissions for close to a decade. Our operations rely on low-carbon electricity from Manitoba Hydro and Hydro Ottawa, and most of the GHG emissions are generated from the use of natural gas for heating our facilities. Work is underway to reduce these sources of GHG emissions. See page 14 for more information about the Mint’s GHG emissions.

### Scope 3 GHG emissions metrics

Scope 3 GHG emissions are those generated upstream and downstream in the Mint’s value chain. These sources include the extraction and refining of precious metals and other materials used in the coinage production process, and transportation of these inputs to our facilities. It also includes final transportation of our products to end-users.

In 2023, the Mint started the work of understanding our main sources of Scope 3 GHG emissions including an assessment of our business travel emissions. A scoping study of all our sources of Scope 3 emissions is targeted for completion in 2024. By the end of 2024, we plan to provide further information on our Scope 3 GHG emissions and our long-term plan to address them going forward.

## SCOPE 1 AND 2 GHG EMISSIONS

(tonnes CO<sub>2</sub> equivalent)

YEAR	OTTAWA		WINNIPEG		TOTAL	
	SCOPE 1	SCOPE 2	SCOPE 1	SCOPE 2	SCOPE 1	SCOPE 2
2020	1,261	306	5,022	12	6,283	318
2021	1,210	325	4,551	33	5,761	358
2022	1,260	360	4,831	13	6,091	373
2023	1,296	354	4,789	32	6,085	386

## SCOPE 3 BUSINESS TRAVEL EMISSIONS

(tonnes CO<sub>2</sub> equivalent)

2022	2023
603 tonnes	529 tonnes

### Targets

The Mint’s Board of Directors approved the ESG Commitment and Action Plan in June 2022 with the ambitious medium-term climate change target to “achieve a carbon-neutral Circulation business by 2030.” The Mint is also committed to meeting the Government of Canada’s commitment to achieving net-zero emissions by 2050.

The Mint has already started making progress towards this goal in Winnipeg, and next year we plan to disclose our 2030 decarbonization roadmap.

Beyond our circulation business, the Mint is working on developing our long-term climate change target. Our approach to target-setting reflects our strong values and is guided by the following principles:

- Targets will result in material, absolute and sustained GHG emission reductions
- Targets align with the Mint’s mission and consider broader economic and societal implications
- Targets should be sufficiently flexible to allow the implementation of various solutions
- Targets should contribute to the Mint’s commitment to support Canada’s mining industry



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