

Annexe XXXI

Plan de formation interculturelle (Hatch, 2019)

Lithium Guo AO - Moblan Lithium Project

Cross-Cultural Communication Training Plan


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1. Introduction

The Moblan Lithium Project (“Project”) plans to install a lithium mine and concentrator at the Moblan site in the *Eeyou Istchee* James Bay area of Quebec, Canada. The Proponent, Lithium Guo AO Ltd, is owned by *Shenzhen Guo Mining International Investment LP* (Shenzhen, China). Hatch is currently acting as the Project’s engineering and environmental consultant.

The development of this Project will require extensive communication and interaction between managers, discipline leads, employees, and community members from Lithium Guo AO Ltd, Hatch, and Cree communities. Effective and efficient communication and working relationships between all parties will lead to fewer misunderstandings and disruptions, trusting and meaningful relationships between these parties, and ultimately a more successful Project.

Managers, discipline leads, employees, and community members from all parties will have to work within the frameworks of three (3) different cultures:

- *Québec* culture
- *Cree* culture, and
- *Chinese* culture

It is important for everyone working on the Project to be aware of, to identify and to understand these three (3) cultures in order to maximize teamwork and avoid the risk of misunderstandings that could result in intercultural conflicts.

This Cross-Cultural Communication Training Plan will seek to establish common cross-cultural communication styles across three parties.

2. Project Background

The Project is located South of the North Road in the James Bay and Northern Quebec Agreement territory. It is located in the *Eeyou Istchee* James Bay area about 80 km northwest from the Cree community of Mistissini.

The Project proponent, Lithium GUO AO Ltd , engages primarily in the acquisition, exploration, development and operation of lithium mines in Canada. Lithium Guo AO is fully owned by *Guo AO Mining Investment International Limited*, which itself is owned by *Shenzhen Guo Mining International Investment LP* (Shenzhen, China).

Although Mistissini is the closest community to the site at Lac Moblan, there are five more communities in the vicinity of the Project, namely: Oujé-Bougoumou, Waspanipi, Nemaska, Chibougamau and Chapais. The first three are Cree communities whereas the last two are non-indigenous communities.

3. Cross-Cultural Workshop

Hatch proposes that cross-cultural communication training take place during a three-way cross-cultural workshop to:

- Be proactive and propose intercultural integration from the start.
- Inform and train Hatch, client and community personnel working together on the Project about basic Chinese, *Québécois*, and *Cree* communication styles and cultures.
- Teach and develop strategies for communicating more effectively with people from different cultures.
- Develop in a collaborative way a Project communication protocol.
- Foster and build interpersonal relationships between workshop participants.

3.1 Workshop Content

The content of this workshop will be:

- General communication differences *Cree vs China vs Québec*, for instance attitudes towards:
 - ◆ Hierarchy
 - ◆ Respect
 - ◆ Efficiency
 - ◆ Punctuality
 - ◆ Problem solving
- Common mistakes or problems in cross-cultural communication, for instance:
 - ◆ Judging and jumping to conclusions about our interlocutor
 - ◆ Relying on “common sense”
 - ◆ Assuming that communication has taken place
 - ◆ Not meeting expectations
- Strategies for effective communication:
 - ◆ In person
 - ◆ Remote (By phone, email, WebEx)
 - ◆ Business *Etiquette*: business cards, meals, body language, topics of conversation, season information (hunting, fishing).

- Define a communication protocol if needed in regards of different type of communication that will happen between the *Cree*, the *Québécois* and the *Chinese*:
 - ◆ Performance review
 - ◆ Technical review
 - ◆ Could be held during a brainstorm session.
- Role-play practice sessions.

3.2 Workshop Format

- Four-hour session minimum; interactive presentation; hand-outs, and role-play exercises. Examples of such presentation, hand-outs and role-play exercises are attached.
- Share a social event like a lunch with speciality from each culture. Share etiquette and have informal discussion about each culture and enjoy time together.

3.3 Workshop Resources

The specific content for the workshop will be developed, following discussions with local stakeholders in Chibougamau and Mistissini. The training plan will be overseen by a specialist in Chinese/Canadian intercultural communication, and the workshop will be delivered by either an internal or an external resource.

Eventually, an employee of the Human resources department of Lithium Guo AO Ltd will be trained to deliver the cross-cultural training workshop to the future employees of Moblan Lithium.

3.4 Workshop Participants and Schedule

The cross cultural training workshop will be offered to the key stakeholders involved in the feasibility engineering phase of the project. These stakeholders will include:

- Members of the Lithium Guo AO Ltd team directly working with the engineering team or making key decisions on manpower selection or employment conditions;
- Engineering team members developing the bases of the future mine site infrastructure and construction or operating strategy;
- Key representatives of the Cree Nation communities and the local non-indigenous communities who will be involved in the negotiation process with Lithium Guo AO Ltd .

In a second phase, the cross cultural training will be offered to the employees who will be involved in the construction of the mine infrastructures.

Finally, prior to the start-up of the mine and concentrator operation, the cross cultural training will be offered to all the employees hired by Lithium Guo AO Ltd to work at the mine site.

The schedule and program of the workshop will be developed 3 to 6 month prior to the start of construction, potentially in Q3 2019.

END OF SECTION