Obligation applicable to the holder of a mining lease to establish a monitoring committee. The provisions do not apply to a lease to extract peat or surface mineral substances.
# Table of contents

INTRODUCTION ............................................................................................................................................. 5

ROLE OF THE MONITORING COMMITTEE ............................................................................................... 6

HOW CAN THE MONITORING COMMITTEE FACILITATE THE IMPLEMENTATION OF THE PROJECT? ... 6

HOW CAN THE MONITORING COMMITTEE HELP ENSURE THAT THE ECONOMIC BENEFITS OF THE PROJECT ACCRUE TO THE COMMUNITY? .......................................................................................... 7

ESTABLISHMENT OF THE MONITORING COMMITTEE ............................................................................... 8

WHEN MUST THE MONITORING COMMITTEE BE ESTABLISHED? .............................................................. 8

WHAT ARE THE MINIMUM RULES PRESCRIBED BY THE ACT CONCERNING THE COMPOSITION OF THE MONITORING COMMITTEE? .................................................................................................................. 8

HOW MANY PEOPLE MAY SIT ON THE MONITORING COMMITTEE? .......................................................... 9

WHAT METHOD IS USED TO SELECT THE MEMBERS OF THE MONITORING COMMITTEE? ....................... 9

COULD A MONITORING COMMITTEE BE ESTABLISHED AS A NON-PROFIT ORGANIZATION? .......... 10

CAN THERE BE MORE THAN ONE MONITORING COMMITTEE FOR A SINGLE MINING PROJECT? .... 10

ON WHAT BASIS IS A MEMBER DEEMED NOT TO BE INDEPENDENT? ..................................................... 10


MUST THE MONITORING COMMITTEE INCLUDE REPRESENTATIVES FROM THE MINING COMPANY? ......................................................................................................................................................... 11

CAN A MONITORING COMMITTEE INCLUDE REPRESENTATIVES FROM THE GOVERNMENT? .......... 11

WHAT IS THE TERM OF OFFICE OF THE MEMBERS OF A MONITORING COMMITTEE? HOW ARE MEMBERS REPLACED? .................................................................................................................................. 11

CAN THE MEMBERS OF THE MONITORING COMMITTEE BE PROSECUTED? ............................................. 12

WILL THE GOVERNMENT PROVIDE PROFESSIONAL SUPPORT FOR MONITORING COMMITTEES? ... 12

CAN A MINE OPERATOR BE EXEMPTED FROM ESTABLISHING A MONITORING COMMITTEE IF NOT ENOUGH PROSPECTIVE MEMBERS ARE FOUND? .................................................................................. 12

WHEN CAN A MONITORING COMMITTEE BE DISSOLVED? ........................................................................ 12
OPERATING RULES OF THE MONITORING COMMITTEE

DOES THE ACT SPECIFY THE OPERATING RULES FOR THE MONITORING COMMITTEE? ......................... 13
HOW OFTEN MUST THE MONITORING COMMITTEE MEET? ..................................................................... 13
WHO PAYS THE EXPENSES OF THE MONITORING COMMITTEE? .............................................................. 13
WILL THE MEETING OF THE MONITORING COMMITTEE FOLLOW FORMAL RULES? ............................13
WHAT QUESTIONS MUST THE MONITORING COMMITTEE SETTLE FIRST? .............................................13
SHOULD THE MONITORING COMMITTEE ACCOUNT FOR ITS WORK TO THE POPULATION? ............. 14
WHAT INFORMATION SHOULD THE MONITORING COMMITTEE MAKE PUBLIC, AND HOW? ........... 15
WHAT INFORMATION SHOULD THE MINE OPERATOR MAKE AVAILABLE TO THE MONITORING
COMMITTEE? ......................................................................................................................................................... 15
WHAT IS THE ROLE OF THE MINE OPERATOR IN THE WORK OF THE MONITORING COMMITTEE? ...16
WHAT SHOULD BE DONE IN THE EVENT OF A DISPUTE BETWEEN THE MONITORING COMMITTEE
AND THE MINE OPERATOR? ........................................................................................................................................ 16

APPENDIX 1 .........................................................................................................................................................17

SECTIONS OF THE MINING ACT AND THE REGULATION RESPECTING MINERAL SUBSTANCES OTHER
THAN PETROLEUM, NATURAL GAS AND BRINE ............................................................................................17

APPENDIX 2..........................................................................................................................................................21

BIBLIOGRAPHY .......................................................................................................................................................21
The Mining Act (CQLR, chapter M-13.1), referred to in this document as «the Act», requires all mine operators holding a mining lease to establish a monitoring committee.

This requirement applies to all holders of a mining lease issued after December 31, 2015, the date of coming into force of section 101.0.3 of the Mining Act1. It also applies throughout Québec.

The aim of this guide is to answer the questions that may be asked by mine operators and anyone taking part in the work of a monitoring committee. It presents the provisions relating to monitoring committees found in the Act, and also in the Regulation respecting mineral substances other than petroleum, natural gas and brine (CQLR, chapter M-13.1, r. 2), referred to in this document as «the Regulation». It also contains suggestions that extend the content of the provisions to help ensure the success of the citizen participation process.

Since this guide is not a regulatory instrument, it is important to read it alongside the sections of the Act and the Regulation presented in Appendix 1.

In many cases, the impact and benefit agreements (IBAs) between mining companies and Native communities already provide for the establishment of a monitoring committee. However, since these committees are not subject to the rules set out in the Mining Act, the mine operator concerned must still establish a monitoring committee in accordance with the Act.

---

1 In this guide, the holder of a mining lease is referred to as «the mine operator». 
Role of the monitoring committee

The Act does not determine the role of the monitoring committee, but states its general objective, which is to «foster the involvement of the local community in the [mine] project as a whole».

The monitoring committee must define its own mandate. For example, its role may include:

- acting as an intermediary between the population and groups affected by the project and the mine operator;
- providing a forum for meetings and discussions to support cooperation between the population, interest groups and the mine operator;
- promoting the sharing of local and scientific knowledge between the local community, the mine operator and independent experts;
- comparing the project’s environmental and social performance to the commitments made by the mine operator and the conditions on which the mining lease and environmental certificate of authorization were issued;
- optimizing the positive impacts of the project for the local community.

The monitoring committee may:

- examine the information it receives and make recommendations concerning the project;
- recommend measures to mitigate impacts, taking into account the project’s environmental and social performance, and review the application of the measures with the mine operator;
- monitor the activities organized to inform and consult the community;
- forward information to citizens and community organization representatives, and make the population aware of the committee’s work.

In the area of land use planning, the monitoring committee may help promote the integration of the project into the host community. In the economic arena, the committee may act as a vector for regional economic development.

How can the monitoring committee facilitate the implementation of the project?

All measures to facilitate the implementation of the project must be adapted to the host community.

Social acceptability continues to evolve, depending on the information available, the context and the people involved in the process. One of the tasks of the monitoring committee is to preserve social acceptability, and to develop it when needed.

The monitoring committee should work with local elected officials to encourage citizens to express their preferences concerning the development of their living environment. The compulsory presence of a representative from the municipal sector on the monitoring committee should ensure coordination with the actions of local officials.

The effectiveness of the monitoring committee depends on several factors, including its decision-making process, the identity and legitimacy of the participants, the credibility of the promoter, the neutrality of the process for selecting members, access to a complete, objective and comprehensive range of information, the quality of communications between the mine operator and the members of the committee, the openness, transparency and representativeness of the members, and the fair involvement of all participants. The monitoring committee will

---

2 The Kativik Regional Government, the Cree and Naskapi villages, the northern villages and the Eeyou Istchee James Bay Regional Government are considered to be municipalities. Regional county municipalities whose territory includes an unorganized territory are considered to be municipalities with respect to that unorganized territory.
increase its own chances of achieving a valid result if it is part of an ongoing citizen participation process that is already under way and meets the needs of all the parties.

**How can the monitoring committee help ensure that the economic benefits of the project accrue to the community?**

The monitoring committee and the mine operator can agree on measures that will benefit the community, such as the hiring of local workers, the local purchasing of products and services, and financial contributions to community projects. They can also agree to look at the challenges that will follow the mine’s closure.

The monitoring committee can draw on the expertise of government departments and their regional offices, and also on the experience of municipalities, regional county municipalities, education and research establishments, and local chambers of commerce.
Establishment of the monitoring committee

This section covers the questions generally asked when a monitoring committee is established, with respect to the composition of the monitoring committee, the independence of certain members, possible conflicts of interest, the conditions governing the length of each member’s term, and remuneration.

When must the monitoring committee be established?

The monitoring committee must be established by the mine operator within 30 days after the mining lease is issued.

Ideally, the mine operator will already have surveyed opinions in the local community during the public consultation on the project or at a public meeting held to measure interest in the monitoring committee and identify people who wish to serve on the committee. The mine operator can then begin to establish the committee.

When a new mining lease is issued for the extension of a mine, the mine operator must review the composition of the previously-established monitoring committee to ensure that it meets the minimum rules set out in the Act. This must be done within 30 days after the new lease is issued. In addition, all the rules applicable to a new monitoring committee will apply to a committee whose mandate is continued.

What are the minimum rules prescribed by the Act concerning the composition of the monitoring committee?

The Act specifies that the monitoring committee must include at least:

- one representative of the municipal sector;
- one representative of the economic sector;
- one member of the public;
- one representative of a Native community consulted by the Government with respect to the project, if applicable.

A majority of the monitoring committee members must be independent from the mine operator. Representatives of the mine operator may sit on the monitoring committee, but are not considered to be independent.

All the members must be from the region in which the land covered by the mining lease is located. The notion of «region» is not defined in the Act or Regulation, and its meaning may depend on the geographic location of the project. For example, the monitoring committee for a mining project situated on the boundary between two administrative regions could include members from either region.
How many people may sit on the monitoring committee?

The Act does not specify the maximum number of people who may sit on the monitoring committee. However, the monitoring committee must have enough members to complete its mandate.

It is up to the mine operator to determine the number of representatives on the committee. It is recommended that the mine operator make this decision with input from the people and groups concerned by the project.

The mine operator could, for example, describe how it intends to proceed to establish the monitoring committee, and ask participants to state their point of view during the public consultation for the project or a public meeting held for that purpose. An open process that gives everyone an equal chance of being appointed to the monitoring committee, and consideration for regional interests, are key conditions for ensuring the committee’s credibility and the interest of the community in the project. A participatory process is more likely to obtain support in the local community than a restricted process, or one that appears to be partial.

What method is used to select the members of the monitoring committee?

Under the Act, the members are chosen in the manner determined by the mine operator. The mine operator can therefore determine the number and origin of the members, provided that the rules in the Act concerning the minimum requirements for members are met.

However, it is suggested that the method used to select members, as well as the origin and number of the members, be discussed with the population, for example during the public consultation on the project or at a public meeting.

Several formulas can be used to select the members of the monitoring committee. They include:

- ensuring that various groups active in the local community are represented (for example, from the environmental, social, health, and economic sectors);
- establishing a list of the skills needed to allow the committee to complete its mandate;
- selecting citizens following a call for applications;
- allowing organizations to designate their own representatives, or allowing several organizations to delegate a joint representative;
- electing the members at a public meeting.
Could a monitoring committee be established as a non-profit organization?

A non-profit organization could meet the requirements of the Act, with the necessary changes to the composition of its board of directors, which would have to meet the minimum rules set out in the Act. A member appointed by the mine operator would have to sit on the board of directors to represent the mine operator on the committee. A majority of the members of the board of directors would also have to be independent from the mine operator, and be from the region in which the mining lease is granted.

Can there be more than one monitoring committee for a single mining project?

Yes, since the impact and benefit agreements (IBAs) signed by mining companies with communities may also provide for the creation of a committee. This does not exempt the mine operator from establishing a monitoring committee that meets the rules set out in the Act.

On what basis is a member deemed not to be independent?

A majority of the members of the monitoring committee must be independent from the mine operator.

A member is deemed not to be independent if:

- the member has direct or indirect relations or interests of a financial or commercial nature with the mine operator;
- the member is employed by the MERN or by the Ministère du Développement durable, de l’Environnement et de la Lutte contre les changements climatiques (MDDELCC);
- the member is or was, during the 2 years preceding the date of appointment, employed by the mine operator or by one of its wholly-owned subsidiaries;
- the member is related to a person holding such employment. A “related person” means persons connected by blood relationship, marriage, civil union, de facto union or adoption. Only relatives in the first degree are concerned.

A member who is not independent may sit on the monitoring committee. However, a majority of members must be independent from the mine operator.
Does the signing of an impact and benefit agreement affect the independence of the members from the community?

If an IBA has been signed by the mine operator with a community, the members of the community are deemed to be independent unless they personally have relations or interests of a financial or commercial nature with the mine operator.

A monitoring committee may determine the independence of its own members, provided it has complied with the minimum requirements of the Act.

Must the monitoring committee include representatives from the mining company?

It is recommended that the mine operator designate one or more people to represent it on the monitoring committee. However, they can only form a minority on the committee.

Can a monitoring committee include representatives from the government?

The Act does not specify that the government is represented on the monitoring committee. However, the committee may, at particular times, invite a government representative to attend a meeting as a resource person on a specific topic.

What is the term of office of the members of a monitoring committee? How are members replaced?

The Act does not specify the term of office of the members, or the rules for replacing them. The committee has to establish its own operating rules, in particular concerning: terms of office and renewal, vacant positions, absence from meetings, the destitution of a member, and the temporary replacement of a member.

Do the members of a monitoring committee receive any remuneration for attending meetings?

The mine operator is not obliged to remunerate the members of the monitoring committee. The Regulation, however, specifies that their costs related to travel and accommodation will be reimbursed by the mine operator, at the request of the committee and on presentation of vouchers.
Can the members of the monitoring committee be prosecuted?

The Act does not provide immunity from prosecution. The monitoring committee should ensure liability insurance coverage for its members for actions taken as part of the committee’s mandate.

The liability of the administrators of a monitoring committee established as a non-profit organization is generally provided for in the Act under which the organization is established.

Will the government provide professional support for monitoring committees?

The mine operator is responsible for providing the technical support needed by the monitoring committee. However, as mentioned above, this does not prevent the monitoring committee from inviting, at particular times, a government representative as a resource person to address a specific topic.

Can a mine operator be exempted from establishing a monitoring committee if not enough prospective members are found?

This situation would be an exception, since the establishment of a monitoring committee benefits the local community just as much as the mine operator.

However, the mine operator is under an obligation to show to the Minister responsible for the application of the Act that it has asked several people to sit on the monitoring committee.

The mine operator must also show that it has made every possible effort to establish a monitoring committee that meets the requirements of the Act. Even if it is difficult to fill one of the seats required under the Act, the mine operator must establish a monitoring committee within the time limit set by the Act. The seat that remains vacant when the monitoring committee is established must be filled as soon as possible.

When can a monitoring committee be dissolved?

The monitoring committee must be maintained until the completion of all the work scheduled in the rehabilitation and restoration plan for the land concerned once the mine operator’s activities have ceased. The members of the monitoring committee may be replaced over time, in accordance with the operating rules adopted by the committee and in compliance with the provisions of the Act.
Operating rules of the monitoring committee

This section answers questions concerning the operating rules of the monitoring committee: the frequency of and procedure for meetings, minutes, annual reports, the reimbursement of expenses, public communications, the role of the mine operator and the settlement of disputes.

**Does the Act specify the operating rules for the monitoring committee?**

The Regulation specifies some operating procedures concerning the reimbursement of expenses, the production and publication of reports of meetings and of an annual report on the committee’s activities and expenses, and the choice of private dispute prevention and resolution processes. For all other aspects, the monitoring committee must adopt its own operating rules.

**How often must the monitoring committee meet?**

The monitoring committee must hold at least one meeting per year. However, depending on the mandate assigned to the committee, more meetings may be needed.

**Who pays the expenses of the monitoring committee?**

The mine operator must pay the expenses generated by the operation of the monitoring committee and the expenses for each meeting.

At the request of the committee and on presentation of vouchers, the mine operator must reimburse the costs related to travel and accommodation of the monitoring committee members.

The mine operator must also provide the technical support needed by the monitoring committee, including all the resources that allow the committee to complete its mandate. This may include the recourse to external expertise where required, after agreeing on the mandate and target objective.

Last, given that the monitoring committee has no independent income, the mine operator must pay the expenses of steps taken to prevent or settle a dispute, if applicable.

**Will the meeting of the monitoring committee follow formal rules?**

It is recommended that the monitoring committee set its own operating rules.

The Regulation specifies that reports of meetings must be sent to the mine operator within 15 days of the meeting, and published on a website within two working days following receipt.

The agenda must be submitted to the members of the monitoring committee prior to each meeting. The report must mention the names of the participants and contain a summary of the discussions, and any dissent or abstentions from a vote.
What questions must the monitoring committee settle first?

The members of the monitoring committee can, at their first meeting:

- agree on the rules for making a decision:
  - on a majority vote;
  - on a consensus (when each member considers the solution to be acceptable, even if not ideal);
  - etc.;
- agree on the rules governing secretarial tasks;
- designate a representative or spokesperson to facilitate discussions with the company and communications with media and the population;
- for committees whose decisions are based on votes, prescribe the rules that apply in the case of a tie-vote;
- set the quorum;
- provide for the possibility of attendance at meetings by observers or guests, or of public meetings;
- set the frequency of meetings, complying with the obligation of holding at least one meeting per year;
- set the period of advance notice required for each meeting, and the procedure for holding special meetings;
- provide for the possibility of holding meetings by conference call or videoconference.

Under the Regulation the monitoring committee must, at its first meeting, choose private dispute prevention and resolution processes, in order to prevent disputes arising between the committee’s members regarding its operation. The monitoring committee must also choose, jointly with the mine operator, private dispute prevention and resolution processes for disputes that may arise between the committee and the operator, in particular with regard to the information and documents requested from the mine operator, the expenses of the monitoring committee and the technical support required by the committee.

Should the monitoring committee account for its work to the population?

Accountability is one of the key factors in the success of citizen participation, and transparency is one of the factors that most influences a positive reception for the project in the community.

The monitoring committee should be able to ensure a link between the population and the mine operator. It therefore has an interest in being transparent and making all possible information available.

The monitoring committee can hold public meetings on fixed dates to present its work and interact with the population.
What information should the monitoring committee make public, and how?

Ideally, the monitoring committee should have a website, or a reserved section on the mine operator’s website.

The reports on meetings and the annual report on activities and expenditure must be made public within 90 days after the end of the mine operator’s fiscal year.

To gain support for the project from the local community and promote the legitimacy of the monitoring committee, it is recommended to make further information public, including:

- the composition of the monitoring committee and its members’ independent status;
- the mandate the committee has defined for itself;
- the schedule of meetings;
- the agenda for each meeting.

What information should the mine operator make available to the monitoring committee?

The mine operator should make available all the information needed by the monitoring committee to complete its mandate, including:

- the documents filed at the public consultation on the mining project, and the consultation report;
- the information forwarded to the MERN and MDDELCC to obtain a mining lease and environmental certificate of authorization;
- the feasibility study and economic opportunity and market study;
- the information made public under the Act respecting transparency measures in the mining, oil and gas industries;
- the agreements signed with third parties, with their consent;
- the mine operator’s annual report;
- any other relevant information that may be made public.

The Regulation specifies that every request for information or documents by the monitoring committee to the mine operator must be made in writing and must concern the data needed to fulfill the committee’s mandate. The mine operator has 15 days following the receipt of the request to provide the information and documents or give reasons for its refusal to do so.
What is the role of the mine operator in the work of the monitoring committee?

The mine operator should:

- support the work of the monitoring committee, in particular by documenting certain aspects of the project or providing documentation;
- answer questions from the committee within 15 days;
- provide all the documents that it can make public;
- facilitate the organization of the activities proposed by the monitoring committee;
- promote communications with citizens and local contractors.

What should be done in the event of a dispute between the monitoring committee and the mine operator?

The monitoring committee must, at its first meeting, choose private dispute prevention and resolution processes. The monitoring committee may, for example, rely on the services of a private firm (mediator, lawyer or notary) or a non-profit alternative justice organization, or simply agree on the choice of an independent person in the local community to act as a mediator to prevent or manage disputes.

The private dispute prevention and resolution processes must apply to the monitoring committee’s operating procedure, its expenditure, its financing, and the information and documents requested from the mine operator. They may also apply to the monitoring and application by the mine operator of the recommendations made by the monitoring committee.

The MERN cannot intervene in a dispute between the monitoring committee and the mine operator. However, it may provide the mediator with the information needed to complete his or her mandate, if necessary.
Appendix 1

Sections of the Mining Act and the Regulation respecting mineral substances other than petroleum, natural gas and brine

Under Section 100 of the Mining Act, a mining lease must be obtained before beginning mining operations.

100. No person may mine mineral substances, except surface mineral substances, petroleum, natural gas and brine, unless he has previously obtained a mining lease from the Minister or a mining concession under any former Act relating to mines.

Section 101 of the Act specifies the conditions for obtaining a mining lease.

101. The Minister shall grant a lease in respect of all or part of a parcel of land that is subject to one or more claims if the claim holder establishes the existence of indicators of the presence of a workable deposit, meets the conditions and pays the annual rental prescribed by regulation.

The lease cannot be granted before the rehabilitation and restoration plan is approved in accordance with this Act, and the certificate of authorization mentioned in section 22, 31.5, 164 or 201 of the Environment Quality Act [chapter Q-2] has been issued.

Despite the second paragraph, the Minister may grant a lease if the time needed to obtain the certificate of authorization is unreasonable.

The Minister shall make public the rehabilitation and restoration plan as submitted to the Minister for approval and register it in the public register of real and immovable mining rights for public information and consultation purposes as part of the environmental impact assessment and review procedure provided for in the Environment Quality Act.

An application for a mining lease must be accompanied by a survey of the parcel of land involved, unless it has already been entirely surveyed, a report describing the nature, extent and probable value of the deposit, certified by an engineer or a geologist who meets the qualification requirements determined by regulation, and a project feasibility study as well as a scoping and market study as regards processing in Québec.

At the Minister’s request, the holder of the mining right shall provide the Minister with any document and information relating to the mining project.

The Minister may subject the mining lease to conditions designed to avoid conflicts with other uses of the territory.
Section 101.0.3 of the Mining Act defines the general functions of the monitoring committee to promote the involvement of the local community in the project as a whole.

**101.0.3.** The lessee establishes a monitoring committee to foster the involvement of the local community in the project as a whole.

The committee must be established within 30 days after the lease is issued and must be maintained until all the work provided for in the rehabilitation and restoration plan has been completed.

The committee members are chosen in the manner determined by the lessee.

The lessee determines the number of representatives who are to sit on the committee. However, the committee must include at least one representative of the municipal sector, one representative of the economic sector, one member of the public and, if applicable, one representative of a Native community consulted by the Government with respect to the project. A majority of the committee members must be independent from the lessee. All must be from the region in which the mining lease is granted.

Sections 42.1 to 42.6 of the Regulation respecting mineral substances other than petroleum, natural gas and brine adds details, in particular concerning the frequency of meetings, the financing of the monitoring committee and the independence of its members.

**42.1.** A member of the monitoring committee to foster the involvement of the local community in the project as a whole is deemed not to be independent:

1. if the member has direct or indirect relations or interests of a financial or commercial nature with the lessee;
2. if the member is employed by the Ministère de l’Énergie et des Ressources naturelles or by the Ministère du Développement durable, de l’Environnement et de la Lutte contre les changements climatiques;
3. if the member is or was, during the 2 years preceding the date of appointment, employed by the lessee or by one of the lessee’s wholly-owned subsidiaries or if the member is related to a person holding such employment.

For the purposes of this section, “related person” means persons connected by blood relationship, marriage, civil union, de facto union or adoption.

**42.2.** The committee must meet at least once a year.

Not later than 15 days after each meeting, the committee sends a report of the meeting to the lessee. The lessee publishes the report on a website within 2 working days following its receipt.
42.3. To prevent a potential dispute between the members of the committee regarding its operation, the committee must, at its first meeting, choose private dispute prevention and resolution processes.

At the same time, the lessee and the committee must choose, by mutual agreement, private dispute prevention and resolution processes for potential disputes between them, regarding in particular:

1. information and documents requested from the lessee;
2. the committee’s expenses; and
3. the technical support needed by the committee.

42.4. Every request for information or documents by the committee to the lessee must be made in writing and must concern the data needed to fulfill the committee’s mandate.

Within 15 days following the receipt of the request, the lessee must provide the information and documents or give reasons for refusal to do so.

42.5. All expenses related to the operation of the committee, including the expenses related to the steps taken to prevent or resolve a dispute, are assumed by the lessee.

At the request of the committee and on presentation of vouchers, the lessee reimburses the costs related to travel and accommodation of the committee members.

The lessee also provides the technical support needed by the committee, including the recourse to external expertise where required.

42.6. The lessee must publish an annual report of the committee’s activities and expenses on a website within 90 days following the end of the lessee’s fiscal year.

The committee must draw up the portion of the report concerning its activities and send it to the lessee at least 2 working days before the deadline for publishing the report.

The lessee must produce the other portion of the report concerning the committee’s expenses.
Appendix 2

Bibliography


