Findings 1-4 outline the failure mechanism
Findings 5-18 outline RCAT findings

Green box indicates findings and lessons learned alignment with recommendation(s).

Findings and Lessons Learned	Recommendations	Operator					Industry		Prof Orgs		Regulator									
	Column1	Mine Dam Safety Manager	Water Balance Management	OMS Manual	Mine Emergency Response Plans	Risk Recognition and Communication (employee)	Design Objectives	Independent Technical Review Board	Professional Reliance Standards	Integration of Professional Standards by Regulator	Review of the Code	Life-of-Mine Planning for Permitting	Investigation, Compliance and Enforcement Review	Geotechnical Oversight	Review of Operations and business	Internal Records Management	Alignment of Regulatory Objectives	Permitting Process Alignment	Collaborative Education	Research and Development
Findings	MPMC & Consultants did not recognize and manage risks	■	■	■		■	■	■	■											
	Adequate studies of the embankment foundation were not conducted on the PE						■	■	■	■	■									
	Site investigations at the PE did not include adequate geotechnical characterization						■	■	■	■	■									
	Significance of UGLU remained unrecognized						■	■	■	■	■									
	Insufficient beaches and surplus supernatant water caused a progressive erosional failure		■				■	■	■	■	■									
	Adequate beaches could not be maintained due to surplus supernatant water	■	■				■	■												
	Adequate water management plan did not exist	■	■					■	■	■	■	■					■	■		
	MPMC did not meet responsibility to maintain a safe structure	■					■	■	■											
	Delegation of engineering tasks does not equate to a release of responsibility	■							■											
	MPMC did not recognize risk of excavation for the buttress foundation	■				■														
	MPMC did not identify or manage risks associated with changing EoR	■						■	■											
	Concerns identified by employees not elevated for action by MPMC	■				■														
	Mine failed to conduct risk assessment as per MAC guidelines	■							■											
	MEM professional reliance not adequately formalized								■	■	■			■						
Lessons for the Operator	Mine Development Planning	■	■				■	■				■							■	
	Water Management	■	■				■	■	■	■							■	■		
	Mine Dam Safety Manager	■																		
	Role of Engineer of Record								■	■										
	TSM Guidelines	■						■	■	■	■									
	Construction Reports	■						■												
	Employee Contributions to Risk Recognition					■														
	Mine Emergency Response Plan			■	■															
	Life-of-Mine Planning	■	■				■	■	■	■	■	■								
Lessons for the Industry	Full implementation of TSM	■					■	■	■	■	■									
	Effective Emergency Response Tools			■	■															
	Risk Identification and Management	■		■				■	■											
	Role of Mine Dam Safety Manager	■																		
	Independent Review							■												
	OMS Guidelines	■		■					■	■	■									
Lessons for Professional Organizations	Moving Practice Guidelines Nationwide								■										■	
	Engineering Integrity								■										■	
	Factor of Safety in Tailings Dams								■											
	Post-Closure Guidelines								■											
	Consequence classification								■											
	External Practice Guidelines								■											
Lessons for the Regulator	Application of BAP and BAT										■								■	■
	Workplan Deviations										■									
	Incorporating Stadards into regs									■	■									
	Risk Education to Industry																		■	
	Reconciling competing roles in MEM														■					
	Resourcing the inspectorate												■	■	■	■				
	Investigative and enforcement tools										■		■		■					
	Improved Integrated Investigative Capacity												■		■					
	Records and Information Management															■				
	Regulatory Trigger Events										■		■	■	■					
	MAC Guidelines										■									
	Alignment of Regulatory Objectives																■	■		