



20TH ANNIVERSARY
1999 - 2019

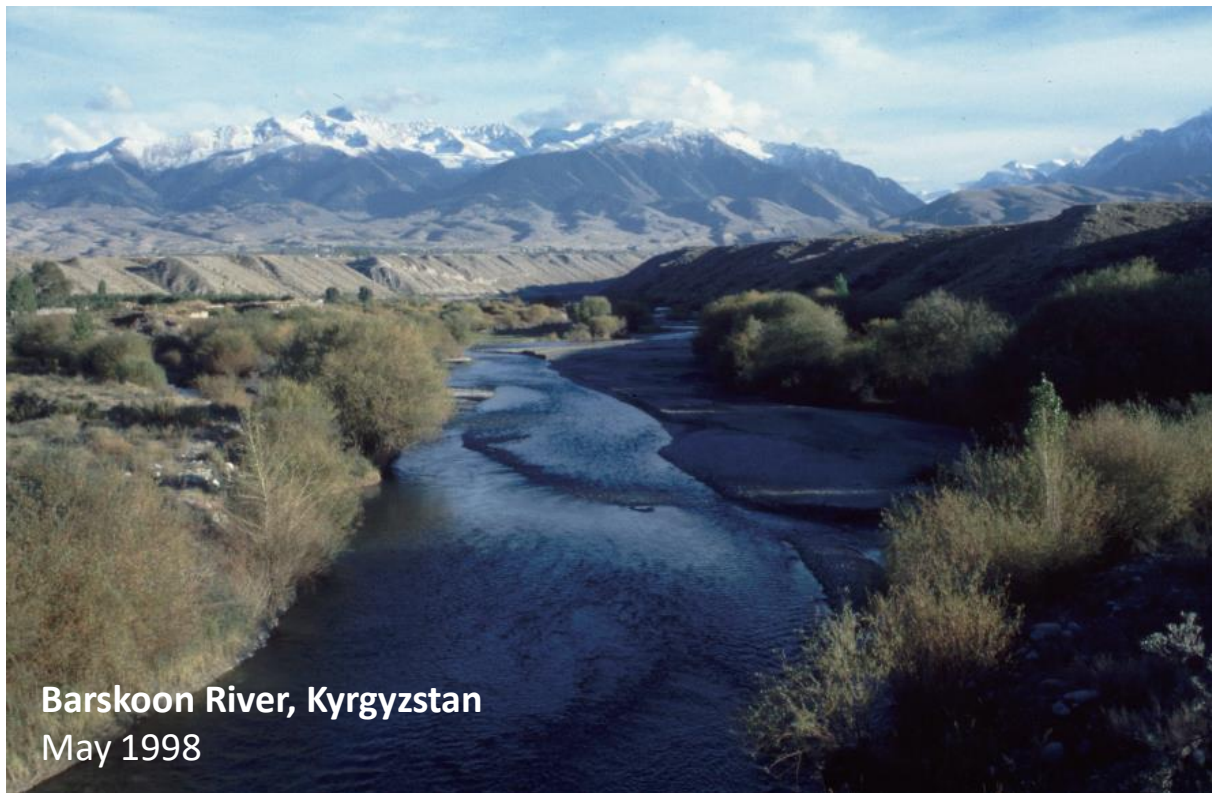
Trends in social performance, community relations and exploration

20TH ANNIVERSARY EVENT OF THE INSTITUTE OF GEOLOGISTS OF IRELAND
SHERATON HOTEL ATHLONE, 11 OCTOBER 2019

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Barskoon River, Kyrgyzstan
May 1998



Synergy Global Consulting



Synergy specialises in social and community issues arising from mining, energy and resource-based projects

We support companies, governments and community organisations in complex environments to work together effectively to create positive social outcomes.

Established in 2000, we have worked in over 75 countries. Our three offices are strategically located in Johannesburg, Paris and Oxford.

Assessment &
due diligence

Management
systems

Implementation

Training

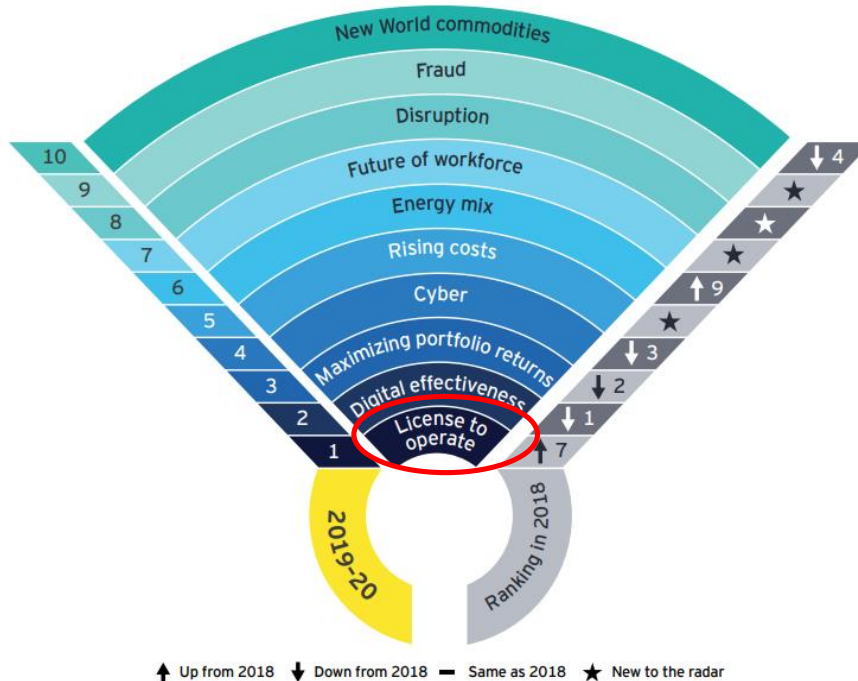
Engagement &
collaboration

Audit &
assurance

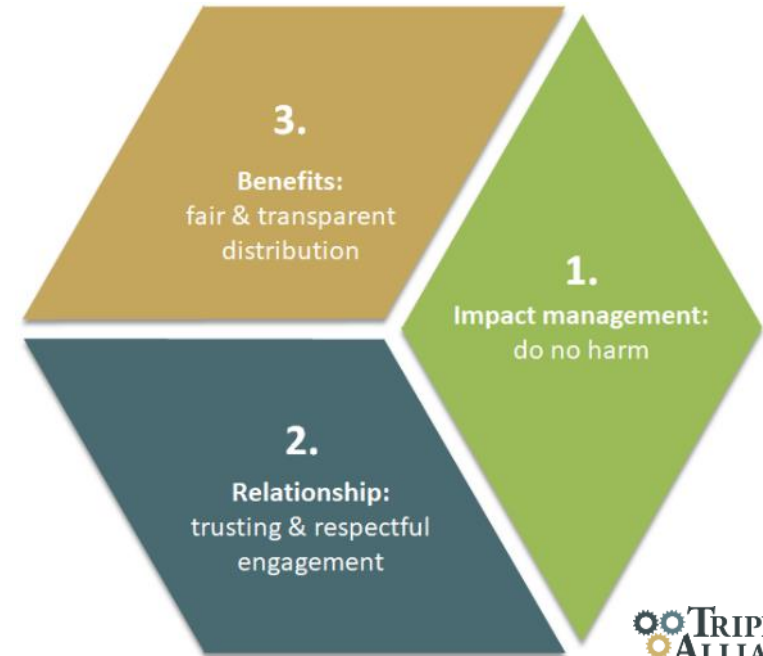


Social licence

Social licence can secure – or destroy – the value of mineral assets



https://assets.ey.com/content/dam/ey-sites/ey-com/en_gl/topics/mining-metals/mining-metals-pdfs/ey-top-10-business-risks-facing-mining-and-metals-in-2019-20_v2.pdf



TRIPLE R
ALLIANCE

BE – AND BE SEEN AS



Drivers & trends

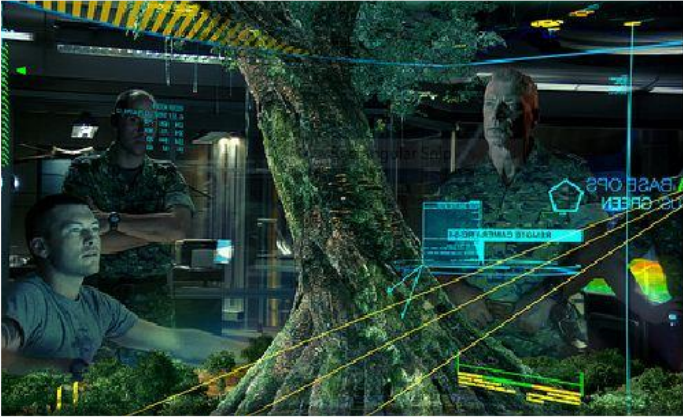
Operating contexts are increasingly complex, unpredictable & with high levels of scrutiny

- Geopolitics
- Access to resources
- Financing requirements
- Digitisation & automation
- Commodity based certification schemes
- Modern workforce
- Climate change
- Increasing & varied community expectations
- Local conflict
- Weak local governance
- Proliferation of rights language
- Social performance legislation



Looking into the future

What will exploration and social performance look like in 20 years?



<https://www.imdb.com/title/tt0499549/mediaindex>



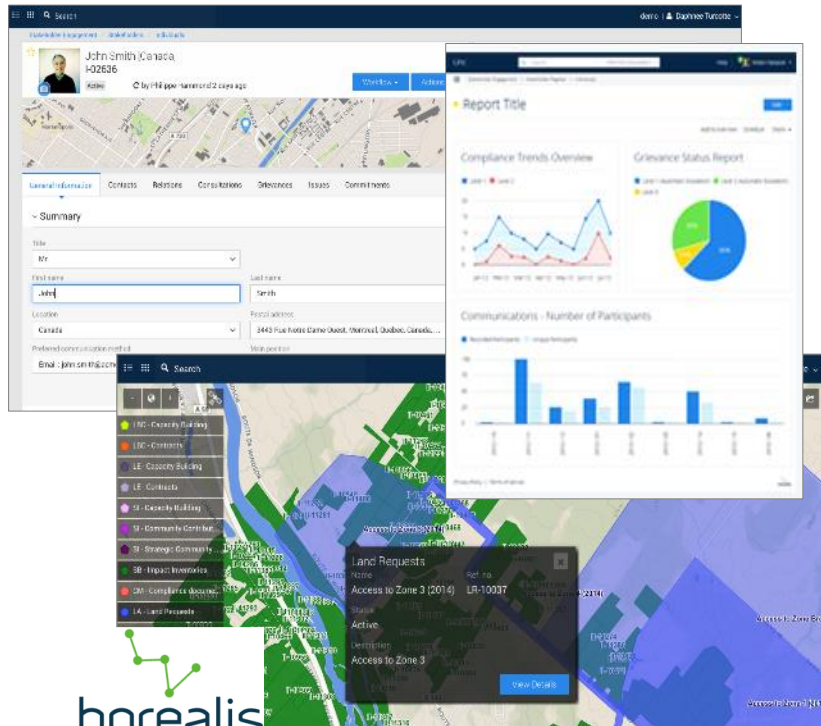
1. Socially stranded assets

Mineral assets will increasingly be written off as liabilities due to social issues



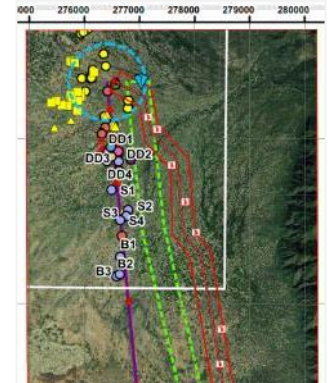
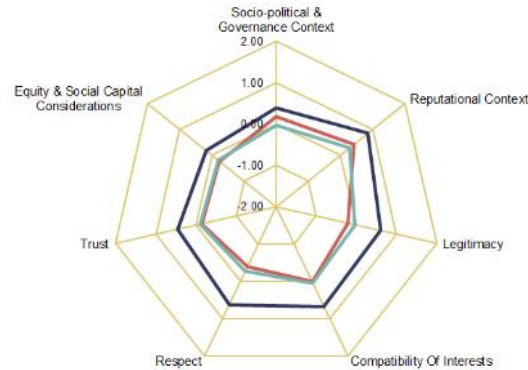
2. Social data

Social licence data will have the same rigour & value as geological data



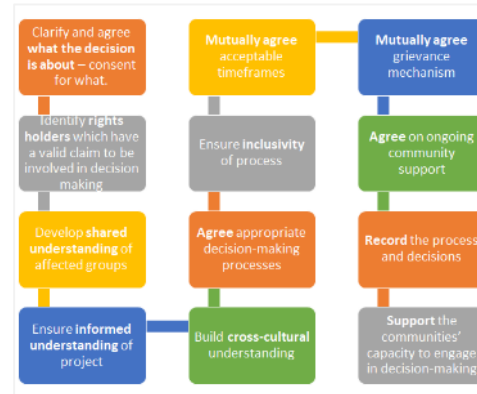
borealis

www.borealis.com

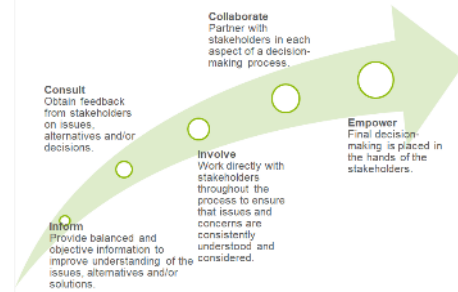


3. Consent-based engagement

Exploration projects will demonstrate good faith agreement-making processes



Levels of stakeholder engagement

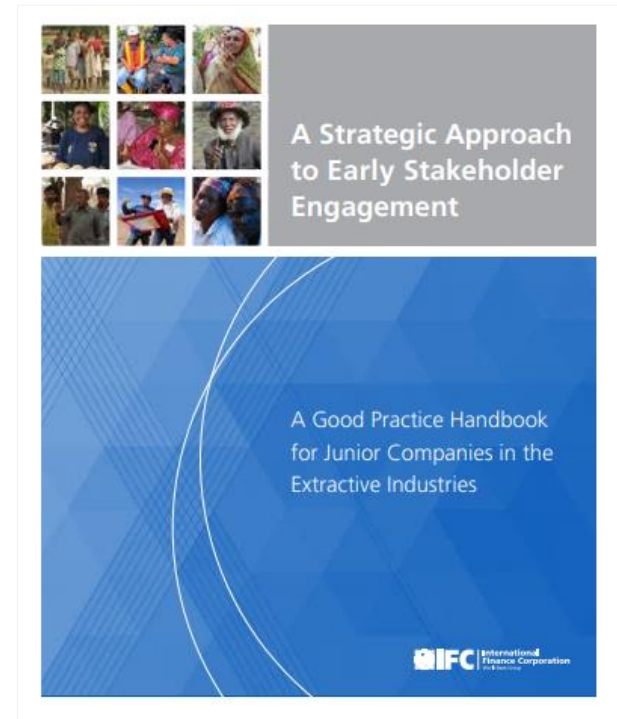
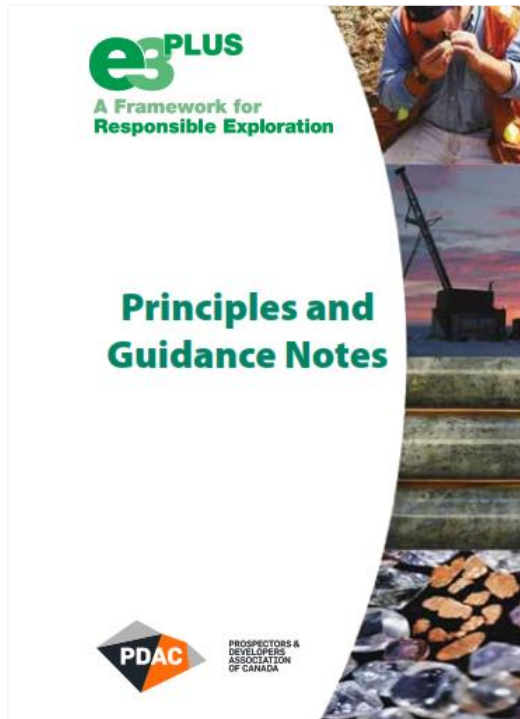


<http://aidc.org.za/xolobeni-defeat-dmr-mantashe-win-right-say-no-mining/>



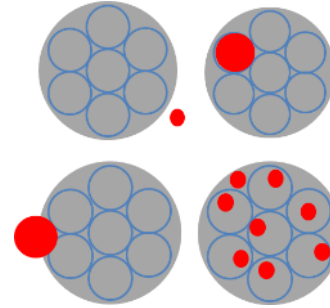
4. Social performance management systems

Projects will get the basics right through using systematic approaches



5. Leveraging core business benefits

Projects will generate social value through the way they operate - not social investment



6. Certified responsible exploration

Exploration projects will have third party auditing of their social performance



7. New business models

Projects will be more innovative in how they are structured to involve communities



<https://nunalogistics.com/about-us/>



<http://www.newsweek.com/2014/11/28/local-heroes-reopening-coal-mine-revolutionary-new-business-model-285869.html>



www.rakairesources.ca



8. Collaboration

Success of exploration projects will rely on innovative approaches to collaboration



9. Professionalisation

Social performance will be a professionalised discipline – like geology



10. Social performance competencies

Social performance will be a core business competence

1995

"We did not understand early enough that **relationship-building competencies would be at the core of what makes a first class mining company.**

We know now this was wrong. We know that the so-called 'soft' skills are, in fact, 'hard' skills: hard to acquire and hard to practice."

*Leon Davis, CEO of CRA
(shortly to become Rio Tinto)*

2019



"As social performance practitioners, do you see yourself becoming the general manager of a mine?"

"I was a GM and worked towards being a social performance practitioner - **this is where the real value is created!**"

