

1. Scope

The standard is applicable to all business units and managed operations, including new acquisitions, admin/corporate offices and research facilities located off site; throughout the project life cycle to meet the listed principle outcomes & expectations.

- 1.1. Businesses are necessarily required to comply with host country laws and regulations.
- 1.2. New and existing projects are required to fulfil all requirements of this standard on a continuing basis.
- 1.3. A Stakeholder is a person or persons with an interest or concern with a business and who can affect or be affected by the actions, objectives or policies of the business
- 1.4. This Performance Standard must be read in conjunction with GN40, Guidance Note on External Stakeholder Engagement

2. Principle Outcomes & Expectations

- 2.1. An annual Stakeholder Engagement Plan (SEP) shall be developed by analysing the impact & influence of stakeholders and social risks.
- 2.2. The Social Performance Manager (SPM) shall ensure that the SEP adequately mitigates social risk exposures on a continuing basis.
- 2.3. Management shall ensure implementation of the SEP.
- 2.4. The SPM must conduct quarterly meetings (preferably in person) with local stakeholder representatives.
- 2.5. Each engagement must include the engagement purpose, details of stakeholders & representatives, engagement method & frequency and the assigned relationship owner.
- 2.6. Engagement shall be undertaken in consultation with stakeholder representatives and will be gender inclusive.
- 2.7. Commitments must only be made with the approval of the SBU Director and recorded in the commitment register.
- 2.8. Management shall have a system to ensure timely action of commitments made to stakeholders.
- 2.9. Resources, including experts where necessary, shall be deployed to fulfil the requirements of this standard.
- 2.10. Potential impacts, benefits, business developments, and operational progress shall be disclosed to address local perceptions through targeted communication plans.
- 2.11. Engagement plans must complement and inform business planning and social investment strategy.
- 2.12. A stage-specific disclosure/communication plan covering information sharing, consultation, addressing perception for projects must be maintained.
- 2.13. The SPM will track, monitor and analyse the effectiveness of the SEP, particularly focusing on indicators of stakeholder relations and trust, and how lessons are used to inform business planning.
- 2.14. The SBU Director or Project Head shall ensure the effective implementation of this standard through the Social Performance Manager (SPM) and the Location Head.

3. Process

Concept

- 3.1. The SBU Director shall appoint a Social Performance Steering Committee (SPSC) consisting of the SPM, Project Head, Community Development Manager, and representatives from commercial, environment, HR, and other members per the project requirements for engagement oversight.
- 3.2. The SPM shall appoint a site-based Community Liaison Officer (CLO).
- 3.3. A list of stakeholders, stakeholder representatives and potential project impacts shall be developed.

- 3.4. A stakeholder analysis and network map to assess the risk potential of each stakeholder group to influence the project outcomes shall be developed.
- 3.5. The SBU Director and corporate HSES must be kept informed about the likelihood of impacts on Indigenous People (IP) per current design & any possible application of Free Prior Informed Consent (FPIC) processes.

Prefeasibility

- 3.6. Matters of interest and expectations of stakeholders must be identified and addressed through the SEP.
- 3.7. Project teams must be trained on engagement and local culture. This must include what constitutes a “promise” and recording and analysing such information.
- 3.8. A guided social risk assessment must be conducted annually to identify social risks & develop/adjust the SEP with sign off by the SBU director, SPSC and Location head.

Feasibility

- 3.9. Information on the project including basic facts, impacts and benefits to address broad local perceptions must be publicly disclosed.
- 3.10. The SPM shall monitor and record that commitments and promises made to local communities are fulfilled.

Construction and Operation

- 3.11. Employees and business partners must receive training with an annual refresher on engagement with local communities.
- 3.12. The SEP must identify & address social and environmental impacts on local communities due to construction, operations and influx of people.
- 3.13. The SEP must accommodate any needs-based capacity building of local communities.

Decommissioning and Closure

- 3.14. Engagement on closure must start at least ten years prior to closure.
- 3.15. The dependency of stakeholders on the project and existing community programs must be ascertained and discussed in the SEP.
- 3.16. Communities must be educated about mine closure and engagement plans must be developed for closure and exit.
- 3.17. Any residual impacts must be identified and managed through a post-closure SEP.

4. Structure, Record and Review

- 4.1. A stakeholder database must be maintained that includes the details of stakeholder groups, representatives, their ‘matters of interest’, degree of impact, influence, and power relations between stakeholders.
- 4.2. Meeting minutes must be maintained for every engagement with stakeholders.
- 4.3. Documented evidence must be available on the implementation of the stage specific requirements.
- 4.4. The SEP effectiveness must be communicated to the SBU Director, SPSC and corporate HSES quarterly.
- 4.5. The social impacts shall be assessed against the baseline every three years from the start of construction stage.
- 4.6. SPM must ensure that each business maintains a register of social risks that is reviewed annually and signed off by the location head, SPSC and SBU Director/Project Head.

