



# Trust & Competency Development - Social and Environmental Practice

Narelle Wolfe MAusIMM  
Head of ESG & Sustainability

[ausimm.com](http://ausimm.com)

# Key messages

## Trust

We need to:

- Engage and involve, demonstrate, measure and accurately report what we do
- Reduce the disconnect between on-the-ground performance and how its measured and reported

## Competency

To support ESG performance on the ground we need to:

- Continue to share technical knowledge
- Encourage competence and upskill those working in this space

## Importance of trust

In recent conference speeches<sup>1</sup> senior industry leaders have begun highlighting the long overdue recognition that just “telling our story” better does not build trust.

1. **How we produce** what is essential to life and the energy transition, **how we manage risks**, and **how we behave** when things go wrong, **how we show up** determines whether we build trust or not i.e. with empathy, humility, active listening and mutual respect.
2. If we don't collectively **strengthen mechanisms** where the rights and interests of Indigenous Peoples are protected and **society has trust in those mechanisms**, we will all struggle to develop our projects and the actions of any one will affect us all.
3. On any issue, society's expectations of companies and the impact they have on society has shifted from a world of **'tell me'** what you are doing, to **'show me'** what impact you are having, to now **'involve me'** in your work.

<sup>1</sup> [2023 CEO ICMM critical-minerals-conference](#) and World Mining Congress

# What happens when you don't have it



**20–30% of resource sector projects are suspended or abandoned because of social conflict**

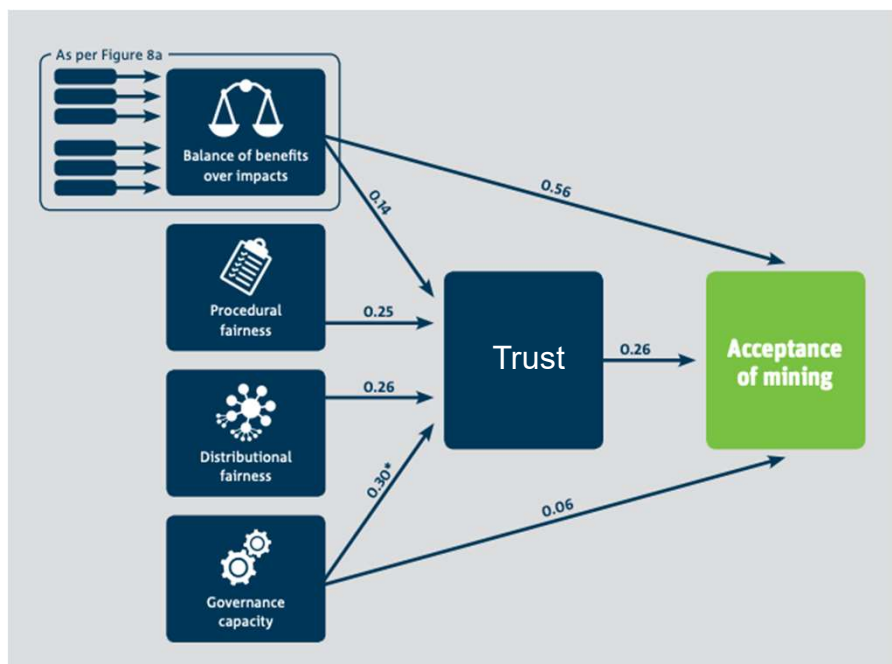


“Cost of Company-Community Conflict in the Extractive Sector”, Daniel Franks (University of Queensland) & Rachel Davis (Shift / Harvard Kennedy School), © CSR Initiative, Harvard Kennedy School

International Council on Mining & Metals (ICMM) 2015

[https://www.csr.uq.edu.au/media/docs/603/Costs\\_of\\_Conflict\\_Davis-Franks.pdf](https://www.csr.uq.edu.au/media/docs/603/Costs_of_Conflict_Davis-Franks.pdf)

# Earning Trust



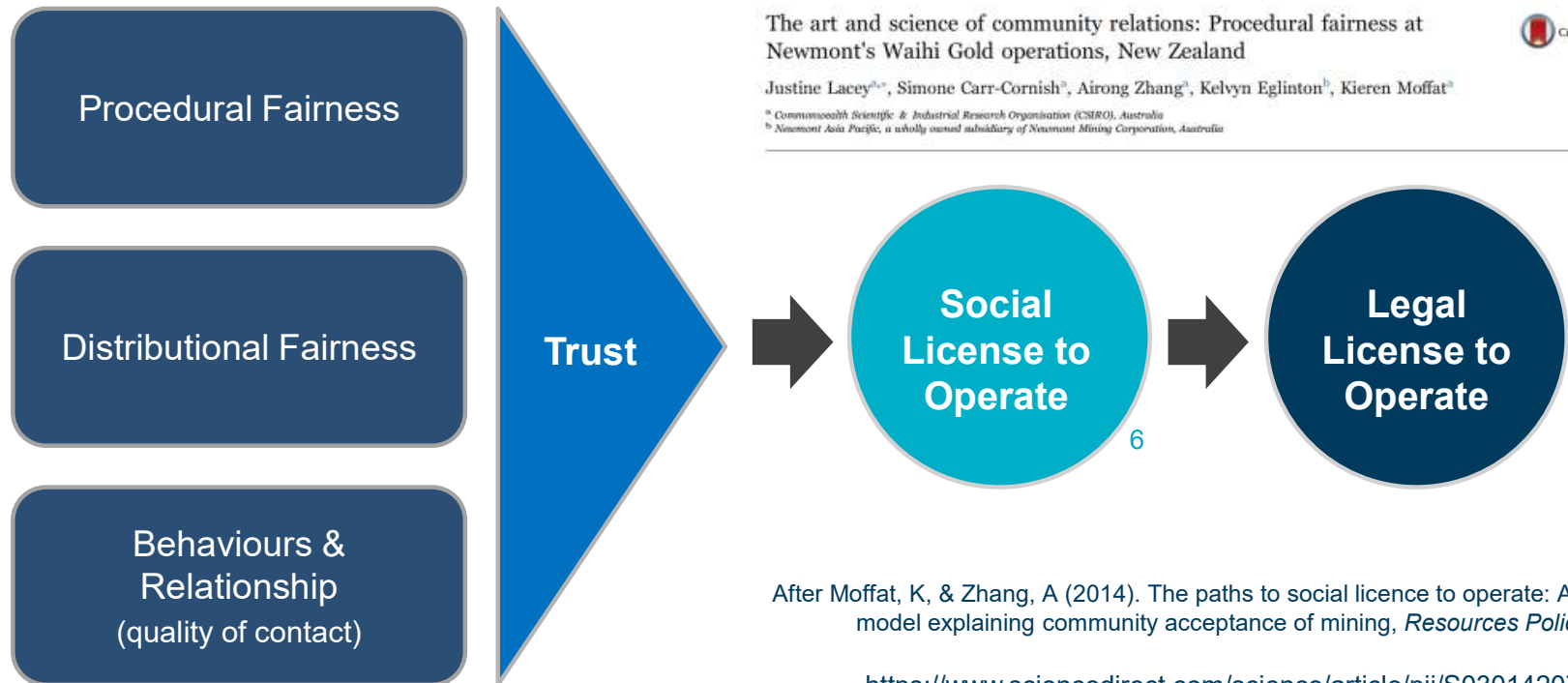
## Australian survey of ~5000 people regarding mining

- Governance capacity is the No.1 driver of trust – confidence that business is held accountable by regulation etc
- Procedural and distributional fairness are then the next strongest drivers
- Balance of benefits over impacts is the 4<sup>th</sup> strongest driver of trust.
- *The strongest drivers of acceptance are transactional, not relational*

Moffat, K, Pert, P, McCrea, R, Boughen, N, Rodriguez, M, Lacey, J (2017). Australian attitudes toward mining: Citizen Survey – 2017 Results. CSIRO, Australia. EP178434.

<https://publications.csiro.au/rpr/download?pid=csiro:EP178434&dsid=DS1>

# Earning trust at Asset scale



After Moffat, K, & Zhang, A (2014). The paths to social licence to operate: An integrative model explaining community acceptance of mining, *Resources Policy*, 39:61-70.

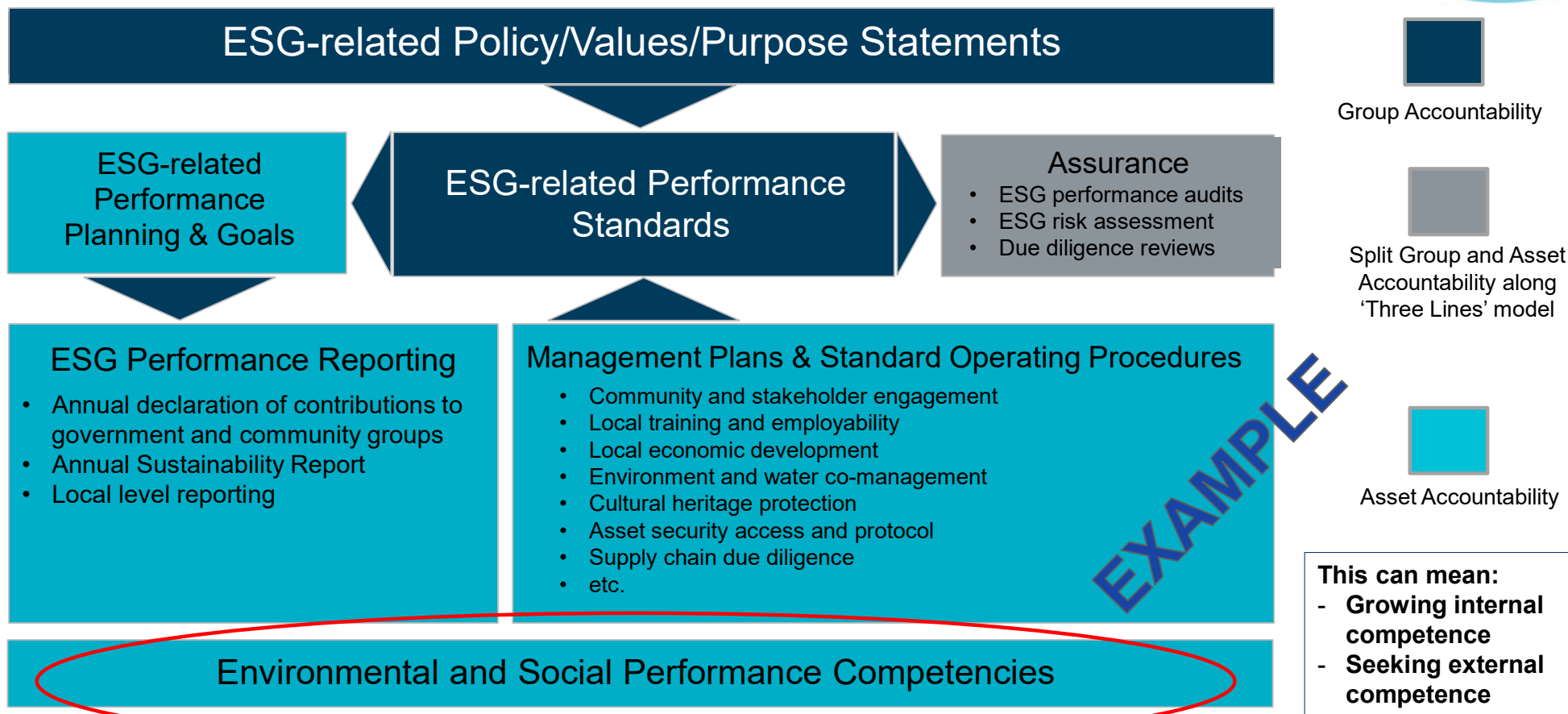
<https://www.sciencedirect.com/science/article/pii/S0301420713001141>

# AusIMM ‘Trusted Voice’ and Social Responsibility Statement and Framework

- Premise – most people will never trust resource companies, no matter how much the companies promote themselves or ‘tell their story’
- However, there is some chance that people will trust resource professionals, particularly if they are demonstrably ‘professional’ and recognised as such
- ESG-related financing and insurance conditionality is becoming a major driver
  - Modifying Factors for JORC Code & VALMIN Code statements, project studies, due diligence and permitting
- Accordingly, the AusIMM has set out the Social Responsibility expectations of all its members and has defined ESG-related competency Areas of Practice for Environment and Social Performance practitioners



# ESG performance governance architecture












# Environmental & Social Performance Disciplines

## Chartered Professional disciplines

The Chartered Professional Program Committee (CPPC) accredits professionals in the following disciplines:

 <b>Environment Areas of Practice</b> <a href="#">View →</a>	 <b>Geology</b>	 <b>Management</b>	 <b>Mining</b>
 <b>Metallurgy</b>	 <b>Geotechnical (Mining)</b>	 <b>Social Performance Areas of Practice</b> <a href="#">View →</a>	

<https://www.ausimm.com/career-development/accreditation/chartered-professionals/>

# ESG Dimensions in the Minerals Sector

## Economic dimension

- Local employment
- Local enterprise linkages
- Technology transfer
- Energy profile
- Infrastructure partnering
- Local investment
- Equitable distribution of wealth
- Taxes and other government payments
- Research and development (R&D) support
- Circular economy

## Governance dimension

- Transparency and reporting
- Record keeping and data security
- Commercial and partnership arrangements
- Supply chain standards
- Consumer protection
- Anti-corruption, -bribery and -competition
- Legal compliance
- Corporate governance
- Risk management systems
- ESG management systems
- Environmental/Social Impact Assessment
- Ethical considerations
- Asset and cyber-security

## Environmental dimension

- Air emissions
- Noise and vibration
- Wastes, discharges and contaminants
- Surface and groundwater use and impacts
- Land, soil and agriculture impacts
- Rare, endangered and protected fauna
- Native vegetation
- Protected areas and habitats
- Climate adaption and weather events
- Pollution controls

## Social dimension

- Cultural competency
- Labour rights, inclusion, skills development and fair wages
- Non-discrimination and no harassment
- Workplace and public safety, health and security
- Human rights due diligence (incl. labour & supply chain considerations)
- Stakeholder opposition and engagement
- Local compensation and benefits
- Indigenous and ethnic minority rights
- Gender considerations
- Resettlement
- In-migration
- Cultural heritage
- Complaints, conflict and grievance

Adapted from a meta-study by Karl P. Sauvant and Howard Mann of 150 international 'instruments'  
- [https://brill.com/view/journals/jwit/20/6/article-p916\\_6.xml?language=en](https://brill.com/view/journals/jwit/20/6/article-p916_6.xml?language=en)



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TRADE 20 (2019) 914–952



## Making FDI More Sustainable: Towards an Indicative List of FDI Sustainability Characteristics

Karl P. Sauvant  
Columbia University, Columbia Center on Sustainable Investment, New York, United States  
[karsauvant@gmail.com](mailto:karsauvant@gmail.com)

Howard Mann  
International Institute for Sustainable Development, Winnipeg, Canada  
[howard@iisd.org](mailto:howard@iisd.org)

# Located here on AusIMM Home Page

## Mining career development

- Get the most out of my mining studies
- Get a job in the mining industry
- Progress my career in the mining industry
- Expand my horizons in the mining industry
- Get involved in mentoring

## Accreditation

- Chartered Professionals
- Registration of Engineers in Queensland (Mining)

## Mining career pathways

- Environmental management
- Geoscience
- Geotechnical engineering
- Metallurgy
- Mining engineering
- Mining health and safety
- Mining management
- Social performance
- Technology and innovation

## Mentoring

## Mining university courses

## Find your pathway

## Awards

## Scholarships and prizes

## Environment and Social Performance Tool

# Professional Development Tool

## Social Performance and Environment

Social Performance and Environment practitioners advise on, guide and undertake work activities that seek to minimise harm and maximise benefits from minerals development on social and biophysical landscapes to constructively and sustainably position the minerals industry in society.

AusIMM's Social and Environment Committee has developed materials to support the professional development and assessment of AusIMM members in the disciplines of Social Performance and the Environment.

The Area of Practice descriptors, competency assessment tools, courses and guidelines linked here are designed to support self-directed professional development by Social Performance and Environment practitioners. The materials identified are assessed by AusIMM's Social and Environment Committee to be useful and current in 2023, with no opinion provided nor implied on relative merit or likelihood of future availability.

### Social Performance

Social Performance is one of the seven professional disciplines recognised for AusIMM Chartered Professional status. The linked materials provide general advice on professional development that can guide Social Performance practitioners in their career development, however they do not provide a guaranteed pathway to Chartered Professional attainment.

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Social Performance practitioners advise on, guide and undertake work activities that seek to minimise harm and maximise benefits from minerals sector enterprises on affected stakeholders and in doing so constructively and sustainably position minerals sector activity in its social context. Social Performance work undertaken effectively integrates across many enterprise functional areas through all stages of mineral exploration, project evaluation, construction, operations, transition to closure and post-closure. It includes the preparation and implementation of Social Performance management plans that support optimal business strategy, socioeconomic research and monitoring, community engagement, the preparation of social-related compliance and other documentation required by government and financial lenders, the development of social-related business policy and involvement in assurance activities. It can also involve a range of activities that support the application of sustainable development principles in all stages of the resource extraction cycle.

One to twelve 'Areas of Practice' (AoP) descriptors and listed examples of competency indicators are intended to support Social Performance professional development that provides a pathway to AusIMM Chartered Professional status. The 'Areas of Practice' are not all relevant everywhere, nor in their entirety to everyone in Social Performance roles considering Chartered Professional pathway and status. They are updated regularly in response to evolving industry needs. Some AoP's are systemic to the minerals sector, hence apply to both the Environment and Social Performance disciplines and are identified accordingly.

Thirteen to sixteen Areas of Practice descriptors relate to systemic requirements in the minerals sector and can apply to Environment and Social Performance (ESP) and other professional disciplines.

- 1 **Social Science**
- 2 Community and stakeholder communication and engagement
- 3 Cultural competency and training
- 4 Indigenous and land-connected peoples
- 5 Prevention and management of social risk and conflict
- 6 Cultural heritage management
- 7 Local level agreements (LLA)
- 8 Resettlement and population movement
- 9 Local and regional development
- 10 Management, monitoring and evaluation of social projects
- 11 Local employment and workforce development
- 12 Local enterprise facilitation and development
- 13 Mining enterprise management systems
- 14 Multi-lateral and financial institutions standards
- 15 Sustainable Development principles
- 16 Workplace and community health, safety and security

### 1. Social science

Collecting and interpreting social science data relevant to natural resource exploration, development, operations and closure. Competency indicators include:

- 1.1. being proficient in desktop and field based quantitative and qualitative social science research;
- 1.2. knowledge of development and behavioural studies, sociology, anthropology, ethnography and archaeology;
- 1.3. compiling socioeconomic and sociocultural knowledgebase studies, including validation approaches;
- 1.4. understanding and using risk frameworks to determine community and social group priorities;
- 1.5. undertaking Social Impact Assessment (regulatory and business-driven), including human rights assessment;
- 1.6. understanding overarching gender, cultural diversity, vulnerable people and human rights considerations and taking these into account across all areas of practice;
- 1.7. understanding data distorting effects such as 'survey fatigue' and 'observer effect';
- 1.8. familiarity with the 'Capital' frameworks model (e.g. natural, social, human, built and financial), including transfer flows and drivers; and
- 1.9. other social analysis frameworks relevant to natural resource extraction.

**Social Performance Competencies & Rating Levels**

It is not expected that all SP roles will need to demonstrate advanced application or mastery in any or all of the competency indicators described. Nor will all SP professionals and workplace contexts necessarily require all the competencies - requirements will depend to a large extent on the nature of the work location, life cycle stage and the social context.

Competency Ratings Table		
Score	Rating	Description
0	Not required	Not required to understand or apply this AoP competency.
1	Basic awareness	Is aware of this AoP competency requirement in less complex situations but unable, or not required, to apply it.
2	Basic understanding	Able to describe this AoP competency and can apply it when necessary in less complex situations.
3	Medium application	Can effectively practice and apply this AoP competency in more complex situations and contexts on a regular and consistent basis.
4	Advanced application	Able to apply this AoP in highly complex, dynamic and challenging situations. Has deep knowledge and experience and is recognised as having specialist expertise within the extractive sector.
5	Expert mastery	Demonstrates leading edge knowledge and experience of this AoP. Able to apply it in many situations. Acknowledged as an expert, especially in addressing the most complex and difficult challenges.
*	Specific requirement dependent on circumstance	Experience and expertise in this area may not be required in a permanent staff role. A time-limited need is dependent on location-specific circumstances.



- 1 Social Science
- 2 Community and stakeholder communication and engagement
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6. Cultural heritage management		Self/Team assessment	Desired rating
<i>AoP Competency overall</i>			
Can identify and manage the protection of cultural heritage values, rights and interests.		▼	▼
Competency indicators include:			
• can explain the diverse forms of tangible and intangible cultural heritage values and their interaction.		▼	▼
• can explain the roles and relationship of archaeology and anthropology in assessing different heritage values, potential impacts upon them and associated resource enterprise risks.		▼	▼
• demonstrated ability to design and implement cultural heritage management systems.		▼	▼
• demonstrated ability to develop cultural heritage protection approaches with the involvement of communities and relevant stakeholders.		▼	▼
• able to design mitigation procedures that avoid and minimise potential cultural heritage impacts (e.g., work clearance and chance finds procedures).		▼	▼
• able to integrate cultural heritage considerations, risks, protection procedures and penalties into operational practice.		▼	▼
• can explain why approaches and programs aimed at cultural heritage enhancement and celebration are important.		▼	▼
• demonstrated ability to be able to work with cultural heritage custodians to identify the limits of acceptable cultural change.		▼	▼



## Social Performance and Environment

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[View Guidelines](#)

Specific Courses























Associated Courses

Home

Course (Click  for course information)

Course	Provider	Mode of delivery	Study hours
 Gender and Mining Governance	UNDP		18 hrs
 Company-Community Relations: Training Materials	ICMM		-
 Indigenous Cultural Heritage Management: the Australian Resources Sector	The University of Queensland		30 hrs
 Social Impact Assessment in the Extractives: Critical Perspectives	The University of Queensland		15 hrs
 <b>Community Relations at Exploration</b>	The University of Queensland		25 hrs
 New Governance for Mining and Resource Leaders	The University of Queensland		40 hrs
 Minerals and Mining in a Sustainable World	The University of Queensland		20 hrs
 Mining and Sustainability	Curtin University		1 semester
 Responsible Mining	Curtin University		1 semester
 Cultural Heritage and the Law	Flinders University		5 days
 Mining and Environment	University of Adelaide	 	1 semester
 ESG and Social Responsibility	AUSIMM		40 hrs
 Sustainable Mining Fundamentals	Informa Connect	 	1 day
 Industry and Communities: A New Paradigm Around Social Performance	Colorado School of Mines		3 days
 Graduate Certificate in Sustainability in Mining	Missouri University of Science and Technology	 	1 year
 Introduction to ESG	Edumine		3 hrs
 Managing Non-Technical Risks	PetroSkills		4 days
 Sustainable Management in the Extractive Industry	Future Learn		16 hrs
 Transition from CSR to ESG in the Mining Sector	Spire Events		-
 Graduate Diploma Social Performance Management in the Extractive Industries	Queen's University		24 weeks
 Executive Learning Program in Mining Law and Sustainability	University of British Columbia		25 hrs
 Corporate Social Responsibility	Thomson Rivers University		42 hrs
 Social Impact Assessment	University of Strathclyde		60 hrs
 Oil and Gas ESG [Environmental, Social & Governance] Fundamentals	RPS Training		2 days
 Oil, Gas and Mining Governance in Emerging Markets	University of Oxford		5 days

Social Performance Areas of Practice

Social Science	Community and stakeholder Engagement	Cultural competency & training	Indigenous and land-connected peoples	Prevention and management of social risk and conflict	Cultural heritage management	Local level agreements (LLA)	Resettlement and population movement	Local and regional development	Management and evaluation of social projects	Local employment and workforce development	Local enterprise facilitation and development	Multi-lateral and financial institutions standards	Sustainable Development principles
													
													
													
													
													
													
													
													
													
													
													
													
													
													
													
													
													
													
													
													

Specific Courses

## Community Relations at Exploration

Provider  
**The University of Queensland**

Jurisdiction  
**Australia**

**25 hrs**

 **Online**

### Course overview

Aims to equip key exploration personnel to build an accessible and useful knowledge base of social data, undertake meaningful engagement, and manage social impacts and opportunities.

#### Social Performance Areas of Practice

- Social Science
- Community and stakeholder Engagement
- Prevention and management of social risk and conflict
- Local and regional development

[Visit course website →](#)

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workforce development	Local enterprise facilitation and development	Multi-lateral and financial institutions standards	Sustainable Development principles
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## Study

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# Community Relations at Exploration

Delivered by Sustainable Minerals Institute

## Overview

Deepen your understanding of the social issues and impact mineral exploration activities can have on a community.

Mineral exploration is raising new challenges and expectations daily, and 'first boots on the ground' exploration teams are uniquely placed to answer the demands.

You'll learn from various exploration and community relations experts via video and audio clips, interactive exercises and online discussion forums.

This course will give you the insights, tools and skills for enhancing community relationships at the first stages of a project. It will help you to build a knowledge base critical to future development.

## Upcoming courses

Delivery mode	online, self-paced
Date	No dates currently available
Time commitment	25 hours

Register your interest to be notified when new courses are scheduled

[education@smi.uq.edu.au](mailto:education@smi.uq.edu.au)



## What you'll learn

- Develop a social database to build a community profile and social knowledge base.
- Grasp critical steps and considerations in stakeholder mapping.
- Demonstrate an understanding of the skills and principles of dialogue.
- Identify potential impacts on and opportunities for communities associated with exploration projects.
- Align data, community feedback and impacts and describe their interaction and suitable systems for exploration teams to record and respond to these.
- Analyse and assess whether options for strategic investment are appropriate to various phases of exploration.

## Time commitment

This is an online course that will require roughly 25 hours to complete.

- 3-4 hours of online content and study per week
- A 90-minute webinar each week
- Over 5 weeks.

## Course curriculum

Module 1: The global exploration context

Module 2: Community profile

Module 3: Meaningful engagement

Module 4: Managing impacts and opportunities

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Guidelines	Provider	Overview	
Integrated Mine Closure - Good Practice Guide	International Council for Mining and Metals	One of the ICMM good practice guides developed with input from member company social performance practitioners.	<a href="#">Visit Guide →</a>
Understanding Company-Community Relations Toolkit	International Council for Mining and Metals	One of the ICMM good practice guides developed with input from member company social performance practitioners.	<a href="#">Visit Guide →</a>
Community Development Toolkit	International Council for Mining and Metals	A series of good practice toolkits developed with input from member company social performance practitioners.	<a href="#">Visit Guide →</a>
Community Development Toolkit	International Council for Mining and Metals	Direct link to pdf compilations of 20 tools in the ICMM social performance toolkit	<a href="#">Visit Guide →</a>
Good Practice Guide Indigenous People and Mining	International Council for Mining and Metals	One of the ICMM good practice guides developed with input from member company social performance practitioners.	<a href="#">Visit Guide →</a>
A Guide for Responsible Sourcing	International Council for Mining and Metals	One of the ICMM good practice guides developed with input from member company social performance practitioners.	<a href="#">Visit Guide →</a>
A Guide to Resettlement Planning	International Council for Mining and Metals	One of the ICMM good practice guides developed with input from member company social performance practitioners.	<a href="#">Visit Guide →</a>
A Guide to Stakeholder Engagement	International Council for Mining and Metals	One of the ICMM good practice guides developed with input from member company social performance practitioners.	<a href="#">Visit Guide →</a>
Guide to Social Impact Assessment	Jane Munday and Environmental Impact Association of Australia and NZ	A recent very readable guide to Social Impact Assessment written by a field practitioner	<a href="#">Visit Guide →</a>
Community Engagement and Development Guide	Department of Industry, Science and Resources	One of a series of handbooks which provide mining managers, communities and regulators with information on leading practice approaches to the management Environment and Social Performance in the minerals sector.	<a href="#">Visit Guide →</a>
Community Health and Safety Good Practice Guide	Department of Industry, Science and Resources	One of a series of handbooks which provide mining managers, communities and regulators with information on leading practice approaches to the management Environment and Social Performance in the minerals sector.	<a href="#">Visit Guide →</a>
Working with Indigenous Communities Guide	Department of Industry, Science and Resources	One of a series of handbooks which provide mining managers, communities and regulators with information on leading practice approaches to the management Environment and Social Performance in the minerals sector.	<a href="#">Visit Guide →</a>
Anglo American Socioeconomic Assessment Toolbox	Anglo American plc	Comprehensive guide on how to approach socioeconomic assessment at minerals assets	<a href="#">Visit Guide →</a>
Columbia Center on Sustainable Development: Extractive Industries	Columbia University New York	Comprehensive guidance on how extractive industries can contribute to human and economic development	<a href="#">Visit Guide →</a>

# Take aways

## Trust

We need to:

- Engage and involve, demonstrate, measure and accurately report what we do
- Reduce the disconnect between on-the-ground performance and how its measured and reported

## Competence

To support ESG performance on the ground we need to:

- Continue to share technical knowledge
- Encourage competence and upskill those working in this space





# Thank you

*The informed and trusted voice supporting professionals in the minerals industry involved in social and environment matters.*

[ausimm.com](http://ausimm.com)

