

INTEGRATED STRATEGIC SUSTAINABILITY

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Mining plays an important role in society. The materials we mine are essential to modern day technology from smartphones to vehicles and forms of clean energy, from wind turbines to solar panels.

But mining is an industry at a crossroads, as society's expectations of industry and business rightly grow. For us in mining, we must never think that the status quo is enough and so we must strive for step changes in how we mine, how we can enable the full benefits of mining, and how we engage with society as a whole.

Our role in the modern world is far greater than simply acting as a supplier of physical products. Any mining company, is to play a role in creating a sustainable future for the world and all of us who live here, then we must be prepared to challenge our business and ourselves. We must look beyond our physical operations, be more transparent in our thinking and seek to deliver the value that all our stakeholders have the right to expect.

It's about making a more strategic and holistic impact on the ground and it comprises mutually reinforcing elements that will positively transform how our stakeholders experience our business, both locally and globally.

As with any new approach, we have learned a great deal. Firstly, we've recognised that focusing solely on development closest to the mine is not a recipe for success. There is a much wider area of impact that we have a responsibility to consider and that also has a bearing on the local (and our) infrastructure.

And secondly, as collaboration evolves. For many organisations, it is tempting to think in short term cycles. But in reality, we cannot be particularly strategic in such short timespans, nor deliver the most effective outcomes. We need to look at socio economic development in a different way, where we try to lead developments over a much longer timeframe.

While our goals may be defined at a global level, how we achieve them will also be a function of our actions at a local level. We want to be a mining company that is a participative member of the community where it operates and campaigns to set new standards in corporate transparency. We envision thriving mining communities where people have access to high quality education, good public health care and diverse job opportunities. And we want to operate mines that have no negative effects on the available water resources of the communities where they are based.