



ENDURING **VALUE**

THE AUSTRALIAN MINERALS INDUSTRY FRAMEWORK
FOR SUSTAINABLE DEVELOPMENT



DEFINITION OF SUSTAINABLE DEVELOPMENT

The Brundtland Commission's definition of sustainable development is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Our Common Future, Brundtland 1987).

In the mining and metals sector, this means that investments in minerals projects should be financially profitable, technically appropriate, environmentally sound and socially responsible.



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FOR SUSTAINABLE DEVELOPMENT



A Minerals Council
of Australia Initiative

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The future of the Australian minerals industry is inseparable from the global pursuit of sustainable development. Through the integration of economic progress, responsible social development and effective environmental management, the industry is committed to contributing to the sustained growth and prosperity of current and future generations.

Foundation to the industry's commitment is the concept of a 'social licence to operate'. Simply defined the 'social licence to operate' is an unwritten social contract. Unless a company earns that licence, and maintains it on the basis of good performance on the ground, and community trust, there will undoubtedly be negative implications. Communities may seek to block project developments; employees may chose to work for a company that is a better corporate citizen; and projects may be subject to ongoing legal challenge, even after regulatory permits have been obtained, potentially halting project development.

The Australian minerals industry strongly supports the role of a 'social licence to operate' as a complement to a regulatory licence issued by government. To the minerals industry 'social licence to operate' is about operating in a manner that is attuned to community expectations and which acknowledges that businesses have a shared responsibility with government, and more broadly society, to help facilitate the development of strong and sustainable communities.

To harness the industry's commitment within a strategic framework, the International Council on Mining and Metals (ICMM) adopted a set of sustainable development principles in May 2003. This is the global industry's commitment to manage social, health, safety, environmental and economic issues in order to deliver sustainable shareholder value; and to both improve its performance in managing these issues and to publicly report industry's progress in doing so.

**INDUSTRY'S
COMMITMENT TO
ENDURING VALUE
– A NEW PARADIGM**

To give practical effect to these commitments, the Australian minerals industry has developed *Enduring Value – the Australian Minerals Industry Framework for Sustainable Development*. *Enduring Value* builds on the Australian Minerals Industry Code for Environmental Management – the platform for industry's continual improvement in managing environmental issues since its introduction in 1996.

Like environmental management, implementing sustainable development principles requires us to think about relationships in complex systems with effects that play out over many years and great distances. *Enduring Value – the Australian Minerals Industry Framework for Sustainable Development* is designed to help minerals industry managers implement the industry's commitment in a practical and operational manner that is targeted at the site level.

The key role of *Enduring Value* is to translate the Principles of Sustainable Development into practices that ensure that industry operates in a manner which is attuned to the expectations of the community, and which seeks to maximise the long-term benefits to society that can be achieved through the effective management of Australia's natural resources.

Enduring Value will also be complemented by a range of tools, guidelines and extension activities such as training courses to deliver enhanced industry capacity in social and environmental competencies, leading to opportunities to improve performance 'on the ground'.

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Alignment between a range of key industry initiatives is critical to ensuring the successful implementation of sustainable development across the minerals sector.

Having been instrumental in the International Council on Mining and Metals (ICMM) development of a series of high-level Sustainable Development Principles, the Minerals Council of Australia identified an important role at the regional level in both extending the ICMM SD Framework to a broader industry audience and in facilitating its operationalisation at the mine site level.

To facilitate this, the Minerals Council commenced the development of *Enduring Value – the Australian Minerals Industry Framework for Sustainable Development*.

Enduring Value builds on the industry's commitment to continuous improvement in performance, as outlined in the Australian Minerals Industry Code for Environmental Management (1996 and 2000), and establishes a framework of 'pigeon-holes' to capture and extend leading practices in social, environmental and economic management across industry.

Importantly *Enduring Value* is consistent with the industry's international activities and provides for companies to utilise *Enduring Value* wherever they operate.

ALIGNMENT WITH
INTERNATIONAL
INITIATIVES

Schematic showing relationship between *Enduring Value* and the ICMM Sustainable Development Framework and reporting structure.

- ICMM Sustainable Development Framework**
- 10 key Sustainable Development Principles underpinned by 46 elements

- Enduring Value – the Australian minerals industry’s sustainable development framework**
- Operationalisation of the ICMM SD Framework through the identification and description of implementation guidance.
 - Presented in a non-technical format to meet the diverse information needs of both internal and external stakeholders.
 - Resources kit provided as further voluntary guidance to assist site interpretation and internalisation of ICMM Principles and Elements

- GRI 2002 Sustainability Reporting Guidelines and Mining and Metals Sector Supplement**
- Outlines a range of economic, social and environmental indicators that have been developed through a multi-stakeholder process at the International level.
 - Will provide the reporting tool for demonstration of conformance with both the ICMM SD Framework and the Australian-led initiative

FIGURE 1

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SUMMARY OF FRAMEWORK OBLIGATIONS

Commitment to *Enduring Value* – the Australian Minerals Industry Framework for Sustainable Development is compulsory for full membership of the Minerals Council of Australia.

Commitment to *Enduring Value* is also open to companies that are not members of the Minerals Council.

Commitment to *Enduring Value* brings with it a number of obligations. In summary, these are:

- Progressive implementation of the ICMM Principles and Elements;
- Public reporting of site level performance, on a minimum annual basis, with reporting metrics self-selected from the Global Reporting Initiative (GRI), the GRI Mining and Metals Sector Supplement or self-developed; and
- Assessment of the systems used to manage key operational risks.

INDUSTRY VISION

A valued Australian
minerals industry
achieving outstanding
environmental, social
and economic
performance

INDUSTRY MISSION

To achieve continual improvement in
the environmental, social and economic
performance and accountability of the
Australian minerals industry through
implementation of the Principles and
Elements of *Enduring Value*

ICMM PRINCIPLES

- 1 Implement and maintain ethical business practices and sound systems of corporate governance.
- 2 Integrate sustainable development considerations within the corporate decision-making process.
- 3 Uphold fundamental human rights and respect cultures, customs and values in dealings with employees and others who are affected by our activities.
- 4 Implement risk management strategies based on valid data and sound science.
- 5 Seek continual improvement of our health and safety performance.
- 6 Seek continual improvement of our environmental performance.
- 7 Contribute to conservation of biodiversity and integrated approaches to land use planning.
- 8 Facilitate and encourage responsible product design, use, re-use, recycling and disposal of our products.
- 9 Contribute to the social, economic and institutional development of the communities in which we operate.
- 10 Implement effective and transparent engagement, communication and independently verified reporting arrangements with our stakeholders.

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Enduring Value is the Framework within which the Australian minerals industry can operationalise its commitment to sustainable development.

Specifically *Enduring Value* provides a public demonstration of due diligence to the community, external investors and internal acquisition, and it can drive real change in an organisation through highlighting the importance of the combined impacts of social, environmental and economic performance in improving the bottom line.

Commitment to *Enduring Value* brings with it a number of key business benefits. Fundamental to this is the role of *Enduring Value* in helping to build an internal business understanding and commitment to sustainable development, and providing an opportunity for companies to review their business against a benchmark established in conjunction with a broad range of external stakeholders, and to identify possible internal improvements and efficiencies.

A study by the Institute of Business Ethics (2003) found that over the years 1997–2000 that companies with a Code of ethics:

- *generated significantly more Economic Value Added and Market Value Added, than those without codes, irrespective of the sector; and*
- *had a significantly more stable Price/Earnings Ratio than those without a code.*

Webley and More, 2003, Does Business Ethics Pay?

Enduring Value is a vehicle for industry differentiation and leadership, and a framework on which companies can build reputational capital with the community, government, the finance sector, and insurers, which also helping to ensure the ongoing global competitiveness of the industry, in a climate where future market access hinges on the industry being good performers.

**ENDURING VALUE
– THE INDUSTRY'S
COMMITMENT**

A study conducted by Graves and Waddock analysed the corporate social performance and corporate financial performance of 22 companies, 11 of which were classed as 'Built to Last' (BTL) companies, visionary companies whose goals extended beyond just maximising profit. The study found that:

- *BTL companies had a Return on Equity that was 9.8% higher over a 10 year period than non-BTL companies. They had a Return on Assets that was 3.55% higher, and a Return on Sales that was 2.79% higher; and*
- *The ten year relative total return to shareholders averaged 63.5% higher for BTL companies than for non-BTL companies.*

Weiser and Zadek, 2000, Conversations with

Improved ethical, environmental and social performance can result in a number of operational benefits, including improved ability to innovate and develop alternative products, processes and services, improved resourced and material efficiencies and improved investor confidence.

A 1996 study by ICF Kaiser (US) found that financial markets have a higher degree of confidence in companies that exhibit higher standards of environmental performance than their peers, leading to a lower level of volatility in share price. Other studies have suggested that where companies with good reputations have events that impact negatively on their share price that their value recovers more quickly than it would in a competitor with lower environmental performance.

Kemp, 2001, To Whose Profit?

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There are also many indications that improved ethical, environmental and social performance positively influences employee satisfaction, performance and retention rates. Increases in employee satisfaction can lead to increases in revenue, profits and market capitalisation. The ability to attract and retain skilled employees is highly relevant to the minerals sector that is faced with labour and skill shortages and high training costs for a relatively mobile workforce.

An analysis undertaken by Hewitt Associates in 1998, found that the '100 best companies to work for' had half the turnover rate and twice the applicants of other companies.

Buried Treasure (2001) SustainAbility, UK

An established record in the effective management of environmental and social impacts and a commitment to continuous improvement is also critical when competing with other companies to access land for mineral exploration and development. Much of this hinges on a range of intangible assets, including a good reputation for effectively engaging stakeholders, and for developing partnerships and agreements with Indigenous and affected communities that provide an opportunity for them to share in the benefits of resource development.

Recent research has shown that a large and growing percentage of most company's total market value is comprised of intangible assets, such as reputation, brand, equity, strategic alliances, knowledge and the like. A recent study by Interbrand concluded that a full one-quarter of the world's total financial wealth is tied up in intangible assets. (Clifton, 1999)

Weiser and Zadek, 2000, Conversations with Disbelievers



Eligibility and registration

All exploration, mining and minerals processing companies and contractors are eligible to become signatories to *Enduring Value*, provided that they commit to meeting *Enduring Value* obligations.

Being a Signatory to *Enduring Value* is a condition of membership of the Minerals Council of Australia, however membership of an industry association is not a prerequisite to becoming a signatory.

Companies wishing to become Signatories to *Enduring Value* need to advise the Secretariat, and will be asked to sign a certificate pledging commitment to *Enduring Value* Principles and Elements, and its obligations.

Companies that commit to *Enduring Value* will be recorded on a register maintained by the *Enduring Value* Secretariat, which is provided by the Minerals Council of Australia. This register will be made available for public inspection on the Minerals Council of Australia's website (www.minerals.org.au/enduringvalue). Individual companies may also choose to publicise their registration.

The Secretariat may, on occasion, ask Signatories to reaffirm their commitment to *Enduring Value*, particularly following any review of its structure or requirements. In keeping with the voluntary nature of *Enduring Value*, a Signatory may withdraw its commitment to *Enduring Value* at any stage.

Coverage

Enduring Value will apply to all exploration, mining and minerals processing activities of Signatories, wherever they operate. It will also apply to the relevant activities of contractors engaged by the Signatories to undertake such activities.

In addition, Signatory companies will strongly encourage application of *Enduring Value* to operations in which they hold a non-controlling interest and to other supply chain partnerships.

When referring to *Enduring Value*, Signatories will be transparent in identifying those aspects of their business that are covered by their Signature. For mining companies this may entail identifying relevant operations.

Signatory obligations

Commitment to *Enduring Value* brings with it a number of obligations. In summary, these are:

- Progressive implementation of the International Council on Mining and Metals (ICMM) Principles and Elements;
- Public reporting of site level performance, on a minimum annual basis, with reporting metrics self-selected from the Global Reporting Initiative (GRI), the GRI Mining and Metals Sector Supplement or self-developed; and
- Assessment of the systems used to manage key operational risks (using either internal or external assessment as appropriate).

Governance structures

Instances of non-conformance: Should a Signatory be found to be non-conformant with the Signatory Obligations, the Minerals Council of Australia will seek to address these issues through the following process:

- 1** Minerals Council of Australia Secretariat contacts the designated Signatory Coordinator to discuss the reasons behind the company being out of conformance, to agree a process for ensuring that the company is in conformance as soon as possible, and to identify strategies to reduce the likelihood of Signatory non-conformance with the requirements in the future.
- 2** If this process does not lead to the Signatory being in conformance with the obligations within a reasonable time frame, the Minerals Council of Australia Chief Executive will contact the Chief Executive or Managing Director of the relevant Signatory company to ascertain the reasons for the non-conformance and to seek assurance from the Signatory that they are committed to meeting their conformance requirements and have a strategy in place to ensure this occurs as soon as practicable.
- 3** Should the Signatory company continue to be in non-conformance with the requirements and not be taking active steps to move towards conformance, a member of the Minerals Council of Australia Board will contact the Chief Executive or Managing Director of the Signatory company and secure their withdrawal as a Signatory to Enduring Value. Companies that are no longer Signatories will also have their names withdrawn from the Signatory register located on the Minerals Council of Australia website (www.minerals.org.au).

Companies that may have significant safety, environmental or other incidents are asked to provide the Minerals Council with copies of any media statements distributed in relation to the incident.

Review

Enduring Value will continue to be refined and developed in consultation with stakeholders as issues are identified which have not been addressed in the current draft.

As part of this ongoing process of review, the Minerals Council will regularly update the web-based toolkit to ensure that this reflects the range of leading practices currently available to, and being implemented by, companies operating in the minerals sector.

A formal review of the operation of *Enduring Value* and its governance structures will be undertaken in 2008, in consultation with stakeholders and the External Sustainable Development Advisory Group. Should this review lead to substantive amendment of the governance structures of *Enduring Value*, companies will be invited to recommit.

Contact details

For a copy of *Enduring Value* or for further information, visit the *Enduring Value – the Australian Minerals Industry Framework for Sustainable Development* section on the Minerals Council of Australia website: www.minerals.org.au/enduringvalue or contact the Secretariat:

Minerals Council of Australia

Enduring Value Secretariat

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**APPENDIX A: THE
INTERNATIONAL
COUNCIL ON MINING
AND METALS (ICMM)
PRINCIPLES AND
ELEMENTS**

1 Implement and maintain ethical business practices and sound systems of corporate governance.

- Develop and implement company statements of ethical business principles and practices that management is committed to enforcing.
- Implement policies and practices that seek to prevent bribery and corruption.
- Comply with or exceed the requirements of host-country laws and regulations.
- Work with governments, industry and other stakeholders to achieve appropriate and effective public policy, laws, regulations and procedures that facilitate the mining, minerals and metals sector's contribution to sustainable development within national sustainable development strategies.

2 Integrate sustainable development considerations within the corporate decision-making process.

- Integrate sustainable development principles into company policies and practices.
- Plan, design, operate and close operations in a manner that enhances sustainable development.
- Implement good practice and innovate to improve social, environmental and economic performance while enhancing shareholder value.
- Encourage customers, business partners and suppliers of goods and services to adopt principles and practices that are comparable to our own.
- Provide sustainable development training to ensure adequate competency at all levels among our own employees and those of contractors.
- Support public policies and practices that foster open and competitive markets.

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3 Uphold fundamental human rights and respect cultures, customs and values in dealings with employees and others who are affected by our activities.

- Ensure fair remuneration and work conditions for all employees and do not use forced, compulsory or child labour.
- Provide for the constructive engagement of employees on matters of mutual concern.
- Implement policies and practices designed to eliminate harassment and unfair discrimination in all aspects of our activities.
- Ensure that all relevant staff, including security personnel, are provided with appropriate cultural and human rights training and guidance.
- Minimise involuntary resettlement, and compensate fairly for adverse effects on the community where they cannot be avoided.
- Respect the culture and heritage of local communities, including indigenous peoples.

4 Implement risk management strategies based on valid data and sound science.

- Consult with interested and affected parties in the identification, assessment and management of all significant social, health, safety, environmental and economic impacts associated with our activities.
- Ensure regular review and updating of risk management systems.
- Inform potentially affected parties of significant risks from mining, minerals and metals operations and of the measures that will be taken to manage the potential risks effectively.
- Develop, maintain and test effective emergency response procedures in collaboration with potentially affected parties.

5 Seek continual improvement of our health and safety performance.

- Implement a management system focused on continual improvement of all aspects of operations that could have a significant impact on the health and safety of our own employees, those of contractors and the communities where we operate.
- Take all practical and reasonable measures to eliminate workplace fatalities, injuries and diseases among our own employees and those of contractors.
- Provide all employees with health and safety training, and require employees of contractors to have undergone such training.
- Implement regular health surveillance and risk-based monitoring of employees.
- Rehabilitate and reintegrate employees into operations following illness or injury, where feasible.

6 Seek continual improvement of our environmental performance.

- Assess the positive and negative, the direct and indirect, and the cumulative environmental impacts of new projects – from exploration through closure.
- Implement an environmental management system focused on continual improvement to review, prevent, mitigate or ameliorate adverse environmental impacts.
- Rehabilitate land disturbed or occupied by operations in accordance with appropriate post-mining land uses.
- Provide for safe storage and disposal of residual wastes and process residues.
- Design and plan all operations so that adequate resources are available to meet the closure requirements of all operations.

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7 Contribute to conservation of biodiversity and integrated approaches to land use planning.

- Respect legally designated protected areas.
- Disseminate scientific data on and promote practices and experiences in biodiversity assessment and management.
- Support the development and implementation of scientifically sound, inclusive and transparent procedures for integrated approaches to land use planning, biodiversity, conservation and mining.

8 Facilitate and encourage responsible product design, use, re-use, recycling and disposal of our products.

- Advance understanding of the properties of metals and minerals and their lifecycle effects on human health and the environment.
- Conduct or support research and innovation that promotes the use of products and technologies that are safe and efficient in their use of energy, natural resources and other materials.
- Develop and promote the concept of integrated materials management throughout the metals and minerals value chain.
- Provide regulators and other stakeholders with scientifically sound data and analysis regarding our products and operations as a basis for regulatory decisions.
- Support the development of scientifically sound policies, regulations, product standards and material choice decisions that encourage the safe use of mineral and metal products.

9 Contribute to the social, economic and institutional development of the communities in which we operate.

- Engage at the earliest practical stage with likely affected parties to discuss and respond to issues and conflicts concerning the management of social impacts.
- Ensure that appropriate systems are in place for ongoing interaction with affected parties, making sure that minorities and other marginalised groups have equitable and culturally appropriate means of engagement.
- Contribute to community development from project development through closure in collaboration with host communities and their representatives.
- Encourage partnerships with governments and non-governmental organisations to ensure that programmes (such as community health, education, local business development) are well designed and effectively delivered.
- Enhance social and economic development by seeking opportunities to address poverty.

10 Implement effective and transparent engagement, communication and independently verified reporting arrangements with our stakeholders.

- Report on our economic, social and environmental performance and contribution to sustainable development.
- Provide information that is timely, accurate and relevant.
- Engage with and respond to stakeholders through open consultation processes.

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THE AUSTRALIAN MINERALS INDUSTRY FRAMEWORK
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SELF ASSESSMENT PROTOCOL

The Australian minerals industry views its future as inseparable from the global pursuit of sustainable development. The industry is committed to reaching a balance between the three pillars of sustainability – environmental management, social development and economic progress – that meets the needs of both current and future generations.

A key concept underpinning the Australian minerals industry's commitment to sustainable development is that there is an unwritten contract between the industry and the communities in which it operates, generally referred to as a social licence to operate. This licence goes beyond strict compliance with regulation, and requires companies to demonstrate a commitment to sustainable development throughout their operations. The community has a legitimate expectation that Australia's natural resources are managed in a way that delivers long-term benefits to society in general, and local communities in particular.

To assist the industry in meeting this expectation, the Minerals Council of Australia has developed *Enduring Value – the Australian Minerals Industry Framework for Sustainable Development*. Developed with the input of over 900 stakeholders, *Enduring Value* provides an operational framework for the integration of environmental, economic and social considerations into mining and minerals processing operations at the site level. Commitment to *Enduring Value* is a condition of membership of the MCA, however non-MCA companies are also eligible for signature to this framework.

Enduring Value comprises ten principles and forty six elements covering the key aspects of sustainable development in the Australian context. Additional support has been provided through the development of detailed guidance for implementation, outlining the key policies and actions that need to be applied at a company and site level. The development of the *Enduring Value Self Assessment Protocol* provides another tool for users in both measuring existing performance, and identifying priority areas for continual improvement. Additional information on *Enduring Value* can be found at the MCA's website: www.minerals.org.au.

DEFINITION OF SUSTAINABLE DEVELOPMENT

The Brundtland Commission's definition of sustainable development is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (Our Common Future, Brundtland 1987).

In the mining and metals sector, this means that investments in minerals projects should be financially profitable, technically appropriate, environmentally sound and socially responsible.



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SELF ASSESSMENT PROTOCOL



A Minerals Council
of Australia Initiative

SEPTEMBER 2006

ENDURING VALUE SELF ASSESSMENT PROTOCOL

This Self-assessment Protocol measures performance against each of the ten ICMM Principles in the Enduring Value Framework that provides guidance as to how the Principles can be implemented.

The Self-assessment Protocol provides examples of the policies, practices and standards a company might have in place to meet the requirements of Enduring Value. There are other ways in which companies can fulfil the requirements and there is provision for these to be documented in the Protocol.

The Self-Assessment Protocol uses an evidence based assessment system, with performance assessed using the following criteria:

Criteria	Comment
No action has been taken on this issue. No level of awareness.	For several of the Principles many companies/sites may be expected to be at this level initially
Policy, systems, practices and processes are not yet developed. Low level of awareness.	Within two years of the launch of Enduring Value most companies should be at this level for almost all of the ten Principles
Policy, systems, practices and processes have been developed but have not yet been implemented.	Some industry leaders will already be close to this level of implementation for all ten Principles
Policy, systems, practices and processes, including training have been implemented and supported by formal reporting, recording and review mechanisms.	A few companies may be at this level for some of the Principles
Systems and practices have been in place for at least 12 months, with regular auditing and review for continual improvement.	At this stage it is unlikely that even industry leaders will be at this level for more than a few of the Principles.

Use of the self-assessment protocol is voluntary, and is not a requirement for signatories to the Enduring Value Framework.

Cross Reference Guides provide references to Standards that are frequently used in the industry. While fulfilling some of the requirements of these Standards will fully meet the requirements of Enduring Value, in many cases meeting the requirement of the particular Standard will only partially fulfil the requirements of Enduring Value.

Standards covered by the cross reference guides include:
AS/N25 4360:1999
AS/N25 4801:1999
AS/N25 4804:2001
AS 8003:2003
ISO 9001:2000
ISO 14001:2004

Cross referencing to the Global Reporting Initiative (GRI) Guidelines has also been included as some companies use the Guidelines as a checklist when establishing their sustainable development systems and particularly for reporting.

Many companies have developed their own internal standards and systems. These companies may find benefit in conducting a one-off cross referencing exercise of Enduring Value against their own systems which will facilitate future reporting.



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PRINCIPLE 1

Implement and maintain ethical business practices and sound systems of corporate governance

Element 1.1

Develop and implement company statements of ethical business principles and practices that management is committed to enforcing

Guidance

Develop a company statement of ethical business principles and practices that the board of directors endorses and monitors

Examples of acceptable implementation

A statement committing the company to ethical business principles and practices has been developed and endorsed by the board.

This commitment is communicated internally to staff and externally to stakeholders and supported by adequate resourcing.

Meetings of the Board include agenda items relating to the commitment.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 1 Vision and Strategy (Element 1.1) Section 3 Governance Structure and Management Systems (Element 3.4, Element 3.6)
AS/NZS 4804:2001	4.1 Commitment and policy (4.1.2)
AS 8003 - 2003	Section 2 Structural Elements (2.1, 2.2) Section 5 Implementation of the essential elements (5.1.1, 5.1.3, 5.3.3)
AS/NZS 4360: 1999	2 Risk management requirements (2.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.2, 4.4.1.2, 4.6)
ISO 9001:2000	4 Quality management system (4.2.1, 5.1 5.3)
ISO 14001:2004	4 Environmental management system requirements (4.2, 4.6)

- This statement should reflect the ten ICMM principles and their supporting elements, which are intended to deliver sustainable shareholder value through commitment to improving social, health, safety, environmental and economic performance

Examples of acceptable implementation

This could be achieved through inclusion of the ICMM Principles in the statement of management commitment to ethical principles and practices.

Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 1 Vision and Strategy (Element 1.1) Section 3 Governance Structure and Management Systems Element 3.17
AS/NZS 4804:2001	4.1 Commitment and policy (4.1.2)
AS 8003 - 2003	Section 2 Structural Elements (2.1) Section 5 Implementation of the essential elements (5.1.2)

- This statement could establish a business code of conduct for employees consistent with sustainable development principles, and mandate mechanisms for reporting on adherence to the code
 - > This code might cover expectations of behaviour in relation to elements of the principles

Examples of acceptable implementation

A code of business conduct covering the company's expectations in regard to ethical practice has been developed or adopted, for example from Transparency International.

The code provides guidance on the behaviour expected in particular situations.

Reporting mechanisms for adherence to the code have been developed and are actively monitored.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.14, Element 3.19) Social Performance Indicators: Strategy and Management (Indicator HR3) Social Performance Indicators: Non-discrimination (Indicator HR4) Social Performance Indicators: Freedom of Association and Collective Bargaining (Indicator HR5) Social Performance Indicators: Child Labour (Indicator HR6) Social Performance Indicators: Forced and Compulsory Labour (Indicator HR7) Social Performance Indicators: Disciplinary Practices (Indicator HR10) Social Performance Indicators: Indigenous Rights (Indicator HR12) Social Performance Indicators: Community (Indicator SO1)
AS/NZS 4804:2001	4.1 Commitment and policy (4.1.2)
AS 8003 - 2003	Section 2 Structural Elements (2.1) Section 5 Implementation of the essential elements (5.1.2, 5.2.7)
ISO 9001:2000	4 Quality management system (5.3)
ISO 14001:2004	4 Environmental management system requirements (4.2)

- This statement should commit the company at every level to enabling its people to learn how to behave in principled ways and account for their performance
 - > For examples of learning requirements that may impact on most or many employees and contractors, refer to 1.2, 2.5, 3.4, 5.3 and 9.2

Examples of acceptable implementation

The statement includes a commitment to company-wide education on issues relating sustainable development and ethical standards.

Staff are trained in the application of the business code of conduct and the ICMM Principles as they relate to their roles.

Training includes human rights and respect for the needs of others.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.19) Social Performance Indicators: Training and Education (Indicator LA9) Social Performance Indicators: Strategy and Management (Indicator HR8) Social Performance Indicators: Security Practices (Indicator HR11) Social Performance Indicators: Bribery and Corruption (Indicator SO2)
AS 8003 - 2003	Section 2 Structural Elements (2.1) Section 5 Implementation of the essential elements (5.1.2, 5.1.4, 5.3.1)



Element 1.2

Implement policies and practices that seek to prevent bribery and corruption

Guidance

Bribery includes making promises as well as actual paying money or providing goods, services or favours to illicitly influence official decisions or acts. Implement a 'no-bribery' policy based on an informed view of relevant law, regulations and international conventions

- > Competent legal advice is useful (See element 1.3)

Examples of acceptable implementation

The company has a no-bribery policy that includes clear definitions and guidance regarding the provision of gifts, services and favours to external stakeholders.

Legal advice has been obtained on the definitions and guidance.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Bribery and Corruption (Indicator SO2) Social Performance Indicators: Political Contributions (Indicator SO3)
AS 8003 - 2003	Section 3 Operational Elements (3.11) Section 5 Implementation of the essential elements (5.2.1)
AS/NZS 4360: 1999	2 Risk management requirements (2.2)

Some payments that may be seen as attempts to influence official decisions and acts may be legal and regarded as proper within particular jurisdictions and recognised conventions. Transparency is a key issue, so policy should be developed and systems should be put in place to record and report on decisions and transactions related to:

- > political contributions, including direct or indirect contributions to political parties,
- > organisations or individuals involved in politics
- > 'facilitation payments' to low-ranking officials for processing licences or other functions
- > charitable contributions and sponsorships
- > payments made to comply with particular statutes (See elements 1.1, 1.3, 3.4, 10.1)

Examples of acceptable implementation

The no-bribery policy includes a requirement for transparent reporting.

There are systems for the recording of decisions and transactions relating to the provision of contributions in any form to external stakeholders.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Economic indicators: Public Sector (Indicator EC10) Social Performance Indicators: Bribery and Corruption (Indicator SO2) Social Performance Indicators: Political Contributions (Indicator SO3, Indicator SO5)
AS 8003 - 2003	Section 3 Operational Elements (3.11) Section 5 Implementation of the essential elements (5.2.1)

- Train employees to apply the 'no-bribery' policy and use systems to ensure relevant issues are recognised, recorded, managed and reported transparently
 - > Implement systems for managing allegations or suspicions of business misconduct in confidential, professional ways consistent with due process. (See elements 3.2, 3.4)

Examples of acceptable implementation

Training includes the application of the no-bribery policy, instruction in reporting against the policy and in referring suspected breaches of the policy.

There is a system for the confidential reporting and investigation of suspected breaches of the policy.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Bribery and Corruption (Indicator SO2) Social Performance Indicators: Political Contributions (Indicator SO3)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.1.4, 5.2.7, 5.3.1, 5.3.3)



Element 1.3

Comply with or exceed the requirements of host country laws and regulations

Guidance

- Obtain competent legal advice

Examples of acceptable implementation	
Professional legal advice has been used to identify legal requirements.	
Evidence of implementation/Areas for improvement	
Cross Reference Guide	
Standard	Reference
AS 8003 - 2003	Section 1 Scope and general (1.5)

- Create a register of relevant legal requirements

Examples of acceptable implementation

A register of legal requirements relating to the operations of the company and covering all issues: occupational health and safety, environment, reporting etc has been created.

There is a system in place for keeping up to date on legal requirements and the register is updated on a regular basis.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Compliance (Indicator EN16) Social Performance Indicators: Products and Services (Indicator PR2, Indicator PR4, Indicator PR5, Indicator PR7) Social Performance Indicators: Advertising (Indicator PR9, Indicator PR10) Social Performance Indicators: Respect for Privacy (Indicator PR3)
AS 8003 - 2003	Section 1 Scope and general (1.5) Section 5 Implementation of the essential elements (5.2.1)
AS/NZS 4360: 1999	5 Documentation (5.1, 5.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.3.2)
ISO 9001:2000	7 Product realization (7.2.1, 7.3.2)
ISO 14001:2004	4 Environmental management system requirements (4.3.2)

- Ensure responsibility and accountability for particular compliance requirements is clearly assigned and understood, and employees responsible for compliance have appropriate training (See elements 2.5, 3.4, 8.5)

Examples of acceptable implementation

The register includes reference to the employees responsible for compliance.

The position descriptions of these employees include responsibility for compliance and for documenting, tracking and correcting non-compliance.

Appraisal systems and rewards reflect the level of commitment to these responsibilities.

Effective training has been provided to these employees.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.1, Element 3.6, Element 3.19)
AS 8003 - 2003	Section 2 Structural elements (2.3) Section 5 Implementation of the essential elements (5.1.1, 5.1.3, 5.1.4, 5.2.3, 5.3.1, 5.3.6)
AS/NZS 4360: 1999	2 Risk management requirements (2.3.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.1.2, 4.4.2)
ISO 9001:2000	6 Resource management (6.2.1, 6.2.2)
ISO 14001:2004	4 Environmental management system requirements (4.4)

- Regularly review legal compliance, identify instances of non-compliance, implement a system for documenting and tracking instances of non-compliance, document action plans to achieve compliance and take prompt action to implement these plans

Examples of acceptable implementation

There are regular compliance audits and the results are reported to management.

There is a system for documenting and tracking non-compliance. Action plans to achieve compliance are developed and implemented promptly.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Compliance (Indicator EN16) Social Performance Indicators: Products and Services (Indicator PR2, Indicator PR4, Indicator PR5, Indicator PR7) Social Performance Indicators: Advertising (Indicator PR9, Indicator PR10) Social Performance Indicators: Respect for Privacy (Indicator PR3)
AS 8003 - 2003	Section 3 Operational elements (3.6, 3.7) Section 4 Maintenance elements (4.3, 4.4) Section 5 Implementation of the essential elements (5.2.6, 5.2.7, 5.3.3, 5.3.4)
AS/NZS 4360: 1999	2 Risk management requirements (2.5) 4 Risk management process (4.6) 5 Documentation (5.1, 5.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.3.2, 4.3.4, 4.4.3.3, 4.4.4)
ISO 9001:2000	7 Product realization (7.1) 8 Measurement, analysis and improvement (8.2.3, 8.2.4, 8.3, 8.5.2, 8.5.3)
ISO 14001:2004	4 Environmental management system requirements (4.3.2, 4.3.3, 4.5.2, 4.5.3)

Best practice codes and targets are identified and considered for continual performance improvement.

Evidence of implementation/Areas for improvement

Standard	Reference
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AS 8003 - 2003	Section 2 Structural elements (2.6)
	Section 4 Maintenance elements (4.6)
	Section 5 Implementation of the essential elements (5.1.3, 5.1.5)
ISO 14001:2004	4 Environmental management system requirements (4.6)



Element 1.4

Work with governments, industry and other stakeholders to achieve appropriate and effective public policy, laws, regulations and procedures that facilitate the mining, minerals and metals sector's contribution to sustainable development within national sustainable development strategies

Guidance

- Participate openly, honestly and constructively in public policy development (See elements 1.2, 2.6, 3.6, 4.1, 4.3, 7.2, 7.3, 8.4–8.5)

Examples of acceptable implementation

Company representatives participate actively in the development of industry policy positions through industry associations.

The company reports its membership in these associations to stakeholders.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.15)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.1)

- Develop research programs both in-house and collaboratively to address relevant knowledge gaps (See elements 6.1, 7.2–7.3, 8.1–8.2)

Examples of acceptable implementation	
The company has developed research programs or partnerships with research organisations to address issues of interest where there is insufficient knowledge.	
Evidence of implementation/Areas for improvement	
Cross Reference Guide	
Standard	Reference
AS/NZS 4804:2001	4.3 Implementation (4.3.2.1)

- Provide scientific and technical advice and case studies to assist development of appropriate standards and controls (See elements 8.1–8.5)

Examples of acceptable implementation

As part of its participation in the development of public policy the company provides scientific and technical advice and case studies as appropriate.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.16)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.1)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Promote the sustainable development performance of smaller companies in the minerals industry and of businesses that supply to or buy from the industry (See element 2.4)

Examples of acceptable implementation	
The company acts as an industry leader in promoting sustainable development and encouraging smaller companies as well as suppliers and customers to adopt more sustainable practices. Examples include the sharing of experiences at seminars and conferences, the publication of case studies and participation in industry awards programs.	
Evidence of implementation/Areas for improvement	
Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.16) Environmental Performance Indicators: Suppliers (Indicator EN33) Social Performance Indicators: Strategy and Management (Indicator HR2, Indicator HR3)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.1)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.3.2)
ISO 9001:2000	7 Product realization (7.4.1)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.4.6)



PRINCIPLE 2

Integrate sustainable development considerations within the corporate decision-making process

Element 2.1

Integrate sustainable development principles into company policies and practices

Guidance

- Establish a business case for including sustainable development principles in policy and practice and gain management commitment

Examples of acceptable implementation

The company has developed a business case for sustainable development through examination of its operating context, defining its strengths, weaknesses, opportunities and threats. This assessment should also include the regulatory context and present and future community expectations.

There is management understanding that sustainable development adds value to the bottom line as well as to stakeholders.

Regular meetings of senior management include agenda items relating to aspects of sustainable development.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 1 Vision and Strategy (Element 1.1, Element 1.2) Section 3 Governance Structure and Management Systems (Element 3.1, Element 3.4, Element 3.5, Element 3.6)
AS/NZS 4804:2001	4.1 Commitment and policy (4.1.2)
AS 8003 - 2003	Section 1 Scope and general (1.5) Section 2 Structural elements (2.1) Section 5 Implementation of the essential elements (5.1.1)
AS/NZS 4360: 1999	2 Risk management requirements (2.2) 4 Risk management processes (4.1.1, 4.1.2, 4.1.3, 4.1.4)
AS/NZS 4801:1999	4 OHSMS Requirements (4.2, 4.4.1)
ISO 9001:2000	5 Management responsibility (5.1, 5.3)
ISO 14001:2004	4 Environmental management system requirements (4.2, 4.3)

- Embed sustainable development principles in planning, designing, constructing, managing and closing operations (See element 2.2)

Examples of acceptable implementation

The sustainable development policy and principles are applied to all of the company's operations, for example through the use of assessment criteria for new projects and requirements to report against sustainable development targets.

Sustainable Development principles and systems have been integrated into day-to-day operating procedures.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.5, Element 3.6, Element 3.7, Element 3.8)
AS 8003 - 2003	Section 2 Structural elements (2.4) Section 3 Operational elements (3.2) Section 5 Implementation of the essential elements (5.1.3)
AS/NZS 4360: 1999	2 Risk management requirements (2.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.2, 4.3.1, 4.3.4)
ISO 9001:2000	5 Management responsibility (5.3) 7 Product realization (7.1, 7.2, 7.3, 7.4, 7.5)
ISO 14001:2004	4 Environmental management system requirements (4.1, 4.4.6)

- Allocate clear roles, responsibilities, accountabilities and resources to facilitate the implementation of company policies and practices

Examples of acceptable implementation

Responsibilities for the implementation of all aspects of the company's policies and practices have been assigned to appropriate positions within the company and are reflected in position descriptions.

Appraisal systems and rewards reflect the level of commitment to the achievement of goals and targets.

Resources, including training, are provided.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.5, Element 3.6)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.1, 4.3.2.3)
AS 8003 - 2003	Section 2 Structural elements (2.3, 2) Section 3 Operational elements (3.7, 3.10) Section 4 Maintenance elements (4.6) Section 5 Implementation of the essential elements (5.1.1, 5.1.3, 5.1.4, 5.3.6)
AS/NZS 4360: 1999	2 Risk management requirements (2.3.1, 2.3.2, 2.3.3)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.1)
ISO 9001:2000	5 Management responsibility (5.5) 6 Resource management (6.1, 6.2)
ISO 14001:2004	4 Environmental management system requirements (4.4.1)

- Provide all employees with relevant information, performance targets, training, resources and management support across all dimensions of sustainable development

Examples of acceptable implementation

All employees are provided with training relating to sustainable development and the company's policy at induction and on an ongoing basis.

There is regular communication regarding performance targets, for example at team meetings/briefings and the achievement of those targets.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.19) Social Performance Indicators: Health and Safety (Indicator LA6) Social Performance Indicators: Training and Education (Indicator LA9) Social Performance Indicators: Strategy and Management (Indicator HR8) Social Performance Indicators: Security Practices (Indicator HR11) Social Performance Indicators: Bribery and Corruption (Indicator SO2) Social Performance Indicators: Emergency Preparedness (Indicator MM12)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.4, 4.3.2.5, 4.3.3.1)
AS 8003 - 2003	Section 2 Structural elements (2.5) Section 3 Operational elements (3.3) Section 4 Maintenance elements (4.1, 4.2, 4.6) Section 5 Implementation of the essential elements (5.1.4, 5.2.5, 5.3.1, 5.3.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.2, 4.3.3, 4.4.1, 4.4.2, 4.4.3.2)
ISO 9001:2000	6 Resource management (6.2.1, 6.2.2)
ISO 14001:2004	4 Environmental management system requirements (4.3.3, 4.4.1, 4.4.2, 4.4.3)

- Ensure appropriate environmental and social accounting is embedded in the reporting system
(See elements 4.1, 4.3, 5.4, 6.1, 8.3, 8.4 9.2, 10.1–10.3)

Examples of acceptable implementation

There are key performance indicators for environmental and social performance as well as financial performance.

The company has internal and external reporting systems that include environmental and social measures as well as financial information.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Entire Guideline Section 2 Profile (Element 2.17, Element 2.18)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.2)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.2.7, 5.2.8, 5.3.6)
AS/NZS 4360: 1999	5 Documentation (5.1)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.3)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)



Element 2.2

Plan, design, operate and close operations in a manner that enhances sustainable development

Guidance

- Use consultative methods and a life-cycle approach in applying the sustainable development principles during planning and design phases; and in managing operations and closure of operations. In particular refer to various elements from Principles 3 to 10 within this Framework

Examples of acceptable implementation
Sustainable development issues and procedures have been developed and integrated into planning and operating processes.
This has been based on a systematic identification of issues relevant to each operation.
Internal and external stakeholders are consulted at each stage of the planning, operation and closure of operations to assist in the identification of issues.
Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	<p>Section 2 Profile (Element 2.9)</p> <p>Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12, Element 3.16)</p> <p>Economic Performance Indicators: Revenue Capture, Management & Distribution (Indicator MM1)</p> <p>Environmental Performance Indicators: Materials (Indicator EN1, Indicator EN2)</p> <p>Environmental Performance Indicators: Energy (Indicator EN3, Indicator EN4, Indicator EN5)</p> <p>Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN11)</p> <p>Environmental Performance Indicators: Biodiversity (Indicator EN23, Indicator MM3)</p> <p>Environmental Performance Indicators: Materials Stewardship (Indicator MM5)</p> <p>Social Performance Indicators: Training and Education (Indicator LA16, Indicator LA17)</p> <p>Social Performance Indicators: Community (Indicator SO1, Indicator MM7, Indicator MM8)</p> <p>Social Performance Indicators: Resettlement (Indicator MM9)</p> <p>Social Performance Indicators: Operations Closure (Indicator MM10)</p>
AS/NZS 4804:2001	4.3 Implementation (4.3.4.5)
AS 8003 - 2003	<p>Section 3 Operational elements (3.2, 3.9)</p> <p>Section 5 Implementation of the essential elements (5.2.1, 5.2.4, 5.2.9)</p>
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.3.1, 4.3.4)
ISO 9001:2000	<p>5 Management responsibility (5.6.2)</p> <p>7 Product realization (7.2.1, 7.2.3)</p> <p>8 Measurement, analysis and improvement (8.2.1)</p>
ISO 14001:2004	4 Environmental management system requirements (4.3, 4.4.3, 4.4.6)

- Reporting on sustainable development criteria may require benchmark or baseline information to be collected early in the cycle and used in developing metrics and targets (See elements 4.1, 6.1)

Examples of acceptable implementation

Adequate resources are provided to collect baseline data before developing metrics and targets.

The input from stakeholders and the precautionary principle are considered when deciding the data to be collected.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.13) Environmental Performance Indicators: Water (Indicator EN 21) Environmental Performance Indicators: Biodiversity (Indicator EN7, Indicator EN25, Indicator EN26) Social Performance Indicators: Community (Indicator SO1) Social Performance Indicators: Health & Safety (Indicator MM13)
AS/NZS 4804:2001	4.1 Commitment and policy (4.1.3) 4.2 Planning (4.2.4, 4.2.5)
AS 8003 - 2003	Section 4 Maintenance elements (4.3, 4.6) Section 5 Implementation of the essential elements (5.2.7, 5.3.3)
AS/NZS 4360: 1999	4 Risk management process (4.6)
AS/NZS 4801:1999	4 OHSMS Requirements (4.5.1)
ISO 14001:2004	4 Environmental management system requirements (4.5.1)

- Operational plans should set targets for performance on financial, social, health, safety, environmental and economic criteria. Operational performance should be reviewed regularly against those targets (See elements 3.3, 4.2, 5.1, 5.2, 6.2, 7.3, 9.3, 10.1)

Examples of acceptable implementation

For each phase of operation there is a set of targets for measuring financial, social, health, safety, environmental and economic performance, incorporated into the operational plan.

There is regular review of performance against these targets.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 1 Vision and Strategy (Element 1.2) Section 3 Governance Structure and Management Systems (Element 3.19) Economic Performance Indicators: Providers of Capital (Indicator EC7) Environmental Performance Indicators: Materials (Indicator EN1) Environmental Performance Indicators: Energy (Indicator EN3, Indicator EN17) Environmental Performance Indicators: Water (Indicator EN5) Environmental Performance Indicators: Biodiversity (Indicator EN27) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN8, Indicator EN9, Indicator EN10, Indicator EN11) Social Performance Indicators: Health & Safety (Indicator LA5, Indicator LA7, Indicator MM13) Social Performance Indicators: Training and Education (Indicator LA9) Social Performance Indicators: Diversity and Opportunity (Indicator LA10, Indicator LA11)
AS/NZS 4804:2001	4.2 Planning (4.2.4, 4.2.5) 4.4 Measurement and evaluation (4.4.2)
AS 8003 - 2003	Section 4 Maintenance elements (4.6) Section 5 Implementation of the essential elements (5.2.3, 5.3.3, 5.3.4)
AS/NZS 4360: 1999	4 Risk management process (4.5.3, 4.5.4, 4.6)
AS/NZS 4801:1999	4 OHSMS Requirements (4.3.3, 4.3.4, 4.5.1, 4.5.4)
ISO 9001:2000	8 Measurement, analysis and improvement (8.1, 8.2, 8.3, 8.4)
ISO 14001:2004	4 Environmental management system requirements (4.4.3, 4.4.6, 4.5.1, 4.5.2)



Element 2.3

Implement good practice and innovate to improve social, environmental and economic performance whilst enhancing shareholder value

Guidance

- In partnership with relevant stakeholders, periodically benchmark operations against good industry practice for sustainable development (See element 2.2)

Examples of acceptable implementation

The company compares its performance with that of other companies in the industry, perhaps through review of others reports or a system of peer audits.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 2 Profile (Element 2.9) Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11 Element 3.12, Element 3.16)
AS/NZS 4804:2001	4.2 Planning (4.2.4, 4.2.5) 4.4 Measurement and evaluation (4.4.2, 4.4.3)
AS 8003 - 2003	Section 4 Maintenance elements (4.6) Section 5 Implementation of the essential elements (5.1.5, 5.1.4, 5.3.2, 5.3.5)
AS/NZS 4360: 1999	4 Risk management process (4.6, 4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.3.3, 4.4.3.1, 4.5.1.1)

- Implement a system to identify and pursue sustainable development opportunities in relation to:
 - > improving relations with employees (See elements 3.1–3.4), local communities (See elements 3.5–3.6, 4.1, 4.3, 5.1, 9.1–9.5, 10.3) and other stakeholders
 - > improving risk management (See elements 4.1–4.4)
 - > improving health and safety performance on site and locally (See elements 5.1–5.5) and through the supply chain (See elements 1.4, 2.4, 8.1–8.5)
 - > improving environmental management on site, locally and through the supply chain (See elements 4.1, 4.3, 6.1–6.5, 7.1–7.3, 8.1–8.5)
 - > improving business and financial performance

Examples of acceptable implementation

The company has systems in place for the management of risk, occupational health and safety, community relations, the environment and financial performance.

Ideally these management systems are integrated into one sustainable development management system.

Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	<p>Section 2 Profile (Element 2.9)</p> <p>Section 3 Governance Structure and Management Systems (Element 3.3, Element 3.4, Element 3.6, Element 3.9, Element 3.10, Element 3.11, Element 3.12, Element 3.13, Element 3.16)</p> <p>Economic Performance Indicators: Suppliers (Indicator EC11)</p> <p>Economic Performance Indicators: Public Sector (Indicator EC10, Indicator EC12)</p> <p>Economic Performance Indicators: Providers of Capital (Indicator EC6, Indicator EC7)</p> <p>Economic Performance Indicators: Revenue Capture, Management and Distribution (Indicator MM1)</p> <p>Environmental Performance Indicators: Suppliers (Indicator EN33)</p> <p>Environmental Performance Indicators: Products and Services (Indicator EN14, Indicator EN15)</p> <p>Environmental Performance Indicators: Materials (Indicator MM4)</p> <p>Environmental Performance Indicators: Materials Stewardship (Indicator MM5)</p> <p>Environmental Performance Indicators: Large Volume Waste (Indicator MM6)</p> <p>Social Performance Indicators: Employment (Indicator LA12)</p> <p>Social Performance Indicators: Labour/Management Relations (Indicator LA4, Indicator LA13)</p> <p>Social Performance Indicators: Health and Safety (Indicator LA6, Indicator LA15)</p> <p>Social Performance Indicators: Indigenous Rights (Indicator HR13)</p> <p>Social Performance Indicators: Community (Indicator SO1, Indicator MM7)</p> <p>Social Performance Indicators: Operations Closure (Indicator MM10)</p>
AS/NZS 4804:2001	<p>4.2 Planning (4.2.2, 4.2.5)</p> <p>4.3 Implementation (4.3.3.1, 4.3.3.2, 4.3.4.2, 4.3.4.3, 4.3.4.4)</p>
AS 8003 - 2003	<p>Section 2 Structural elements (2.2)</p> <p>Section 3 Operational elements (3.1)</p> <p>Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.3)</p>
AS/NZS 4360: 1999	<p>2 Risk management requirements (2.2, 2.3, 2.4)</p> <p>4 Risk management process (4.5.3, 4.5.4, 4.7)</p>
AS/NZS 4801:1999	4 OHSMS Requirements (4.1, 4.2, 4.3.4, 4.4.3, 4.4.6, 4.5.1, 4.5.2, 4.6)
ISO 9001:2000	<p>4 Quality management system (4.1)</p> <p>5 Management responsibility (5.3)</p>
ISO 14001:2004	4 Environmental management system requirements (4.1, 4.2, 4.3.1, 4.4.6)



Element 2.4

Encourage customers, business partners and suppliers of goods and services to adopt principles and practices that are comparable to our own

Guidance

- Implement a procurement policy that includes sustainable development performance outcomes in key contracts (See elements 1.4, 2.4, 6.4, 8.2–8.5)

Examples of acceptable implementation

There is a procurement policy that requires qualification of suppliers through assessment against sustainable development criteria.

These criteria might include evidence of product stewardship initiatives, employment policies and health and safety performance.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.16) Environmental Performance Indicators: Suppliers (Indicator EN33) Social Performance Indicators: Strategy and Management (Indicator HR2, Indicator HR3)
AS/NZS 4804:2001	4.3 Implementation (4.3.4.7)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.3.2)
AS/NZS 4360: 1999	2 Risk management requirements (2.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.2, 4.3.3, 4.4.6)
ISO 9001:2000	7 Product realization (7.4.1)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.4.6)

- Promote product stewardship initiatives throughout the supply chain through partnerships with contractors, suppliers and customers (See elements 1.4, 8.1–8.5)

Examples of acceptable implementation
The company engages with its suppliers, contractors and customers in developing assessment criteria and provides assistance where needed to improve the performance of others in the supply chain.
Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.16) Environmental Performance Indicators: Suppliers (Indicator EN33) Environmental Performance Indicators: Products and Services (Indicator EN15) Environmental Performance Indicators: Materials (Indicator MM4) Environmental Performance Indicators: Materials Stewardship (Indicator MM5)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.3.2)
ISO 9001:2000	7 Product realization (7.4.1)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.4.6)

- Encourage customers, contractors, suppliers and business partners to adopt sustainable development policies and practices

Examples of acceptable implementation

The company promotes product stewardship throughout the supply chain, for example by encouraging reuse and recycling and by sharing experiences and knowledge.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.16) Environmental Performance Indicators: Suppliers (Indicator EN33) Environmental Performance Indicators: Products and Services (Indicator EN15) Environmental Performance Indicators: Materials (Indicator MM4) Environmental Performance Indicators: Materials Stewardship (Indicator MM5) Social Performance Indicators: Strategy and Management (Indicator HR2, Indicator HR3)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.3.2)
ISO 9001:2000	7 Product realization (7.2.1, 7.4.1)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.4.6)

- Establish 'suppliers of choice' which include sustainable development criteria, such as the role of local employment, service and supply to foster local economies (See elements 1.4, 8.1–8.5)

Examples of acceptable implementation
The procurement policy includes criteria for the selection of 'suppliers of choice'.
These are likely to be local suppliers providing economic and other benefits to the local community.
Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.16) Indicators: Revenue Capture, Management and Distribution (Indicator MM1) Environmental Performance Indicators: Suppliers (Indicator EN33) Social Performance Indicators: Strategy and Management (Indicator HR2, Indicator HR3)
AS/NZS 4804:2001	4.3 Implementation (4.3.4.7)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.3.2)
ISO 9001:2000	7 Product realization (7.4.1)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.4.6)



Element 2.5

Provide sustainable development training to ensure adequate competency at all levels among our own employees and those of our contractors

Guidance

- Identify the training needs of employees and contractors to ensure adequate understanding and competency. In particular assess the knowledge and skills they need to learn in order to fulfil their responsibilities for:
 - > understanding the sustainable development principles, adhering to the company's code of conduct, carrying out its anti-bribery and corruption policy, complying with relevant legal requirements and supporting responsible corporate citizenship (See elements 1.1–1.4, 2.6 and 7.1)
 - > acquiring competencies required to apply the principles in supporting and making management decisions, implementing good practice and encouraging good practice throughout the supply chain (See elements 2.1–2.4)
 - > minimising harassment and unfair discrimination; upholding human rights and respecting the cultures, customs and values of affected parties (See element 3.4)
 - > participating effectively in risk management and emergency response based on sustainable development principles (See elements 4.1–4.4)
 - > taking responsibility for working in a safe, healthy manner; and managing health and safety issues in the workplace (See element 5.3)
 - > managing environmental issues through the operational cycle, especially continual improvement (See elements 6.1–6.5)
 - > understanding the life-cycle effects of minerals and metals and the implications of the integrated materials management concept in their work and applying these concepts competently (See elements 2.4, 8.1–8.5)
 - > contributing appropriately to the development of communities affected by operations (See elements 9.2–9.5)
 - > providing timely, accurate and relevant reports on economic, social and environmental as well as financial performance (See elements 10.1–10.3)

Examples of acceptable implementation

A training needs analysis is undertaken on a regular basis to determine the training needs of employees and contractors.

Training is provided to enhance understanding of the company's sustainable development policy and the principles, the anti- bribery and corruption policy and the requirement for legal compliance.

Training in the company's human rights policy, stakeholder engagement, risk management and emergency preparedness are also provided as appropriate. All staff receive training in health and safety and environment issues appropriate to their roles.

Competencies are formally assessed and recorded. Adequate resources are provided to maintain the training system.

Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.14, Element 3.19, Element 3.20) Social Performance Indicators: Training and Education (Indicator LA9) Social Performance Indicators: Strategy and Management (Indicator HR8) Social Performance Indicators: Security Practices (Indicator HR11) Social Performance Indicators: Emergency Preparedness (Indicator MM12)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.5)
AS 8003 - 2003	Section 4 Maintenance elements (4.1) Section 5 Implementation of the essential elements (5.1.4, 5.3.1)
AS/NZS 4360: 1999	2 Risk management requirements (2.3.3)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.2)
ISO 9001:2000	6 Resource management (6.2.1, 6.2.2)
ISO 14001:2004	4 Environmental management system requirements (4.4.2)

- Liaise with training providers and educational institutions to ensure that training delivered to current and potential employees is consistent with SD principles

Examples of acceptable implementation

The training needs analysis is conducted with reference to training providers and institutions to ensure the training will be consistent with sustainable development principles and requirements.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
AS/NZS 4804:2001	4.3 Implementation (4.3.2.5)
AS 8003 - 2003	Section 4 Maintenance elements (4.1) Section 5 Implementation of the essential elements (5.3.1)
AS/NZS 4360: 1999	2 Risk management requirements (2.3.3)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.2)
ISO 9001:2000	6 Resource management (6.2.1, 6.2.2)
ISO 14001:2004	4 Environmental management system requirements (4.4.2)



Element 2.6

Support public policies that foster open and competitive markets

Guidance

- Participate in, and contribute to, relevant activities undertaken at company, industry and government levels

Examples of acceptable implementation

The company supports government policies aimed at developing open and competitive markets through participation in educational and trade activities, for example industry wide market reporting.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.14, Element 3.15, Element 3.16) Social Performance Indicators: Community (Indicator SO1)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.1, 4.3.3.1)
AS 8003 - 2003	Section 4 Maintenance elements (4.5) Section 5 Implementation of the essential elements (5.3.5)

- Do not participate in or condone anti-competitive activities, including corruption (See element 1.2)

Examples of acceptable implementation

The company has clearly stated and implemented policies against anti-competitive activities, including corruption.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Bribery and Corruption (Indicator SO2) Social Performance Indicators: Political Contributions (Indicator SO3, Indicator SO5) Social Performance Indicators: Competition and Pricing (Indicator SO6, Indicator SO7)
AS 8003 - 2003	Section 3 Operational elements (3.11) Section 5 Implementation of the essential elements (5.2.11)
AS/NZS 4360: 1999	2 Risk management requirements (2.2)



PRINCIPLE 3

Uphold fundamental human rights and respect cultures, customs and values in dealings with employees and others who are affected by our activities

Element 3.1

Ensure fair remuneration and work conditions for all employees and do not use forced, compulsory or child labour

Guidance

- Implement policies and practices that attract and retain high quality staff
 - > Many of the elements can contribute to recruiting, retention and development (See elements 1.1, 1.2, 2.1, 3.1–3.3, 5.2)

Examples of acceptable implementation

The company has policies that assist in the recruitment and retention of high quality staff.

In addition to fair remuneration and a safe work environment these could include the company's ethical business standards and commitment to sustainable development.

The company seeks feedback from employees regarding their issues of concern and incorporates these concerns in policy development.

Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	<p>Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12, Element 3.14, Element 3.19)</p> <p>Social Performance Indicators: Employment (Indicator LA1, Indicator LA2, Indicator LA12)</p> <p>Social Performance Indicators: Labour/Management Relations (Indicator LA4, Indicator LA13)</p> <p>Social Performance Indicators: Health and Safety (Indicator LA6)</p> <p>Social Performance Indicators: Training and Education (Indicator LA9, Indicator LA16, Indicator LA17)</p> <p>Social Performance Indicators: Disciplinary Practices (Indicator HR9, Indicator HR10)</p>
AS 8003 - 2003	<p>Section 2 Structural elements (2.2)</p> <p>Section 5 Implementation of the essential elements (5.1.2)</p>
AS/NZS 4360: 1999	2 Risk management requirements (2.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.2)
ISO 9001:2000	<p>4 Quality management systems (4.1)</p> <p>5 Management responsibility (5.3)</p>
ISO 14001:2004	4 Environmental management system requirements (4.2)

- Provide equal opportunity and remuneration for work of equal value relative to local economic conditions
(See element 3.2)

Examples of acceptable implementation

Employment policies include a commitment to equal opportunity and equal pay for equal work.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Employment (Indicator LA1, Indicator LA2) Social Performance Indicators: Diversity and Opportunity (Indicator LA10, Indicator LA11) Social Performance Indicators: Strategy and Management (Indicator HR1, Indicator HR8) Social Performance Indicators: Non-discrimination (Indicator HR4) Social Performance Indicators: Indigenous Rights (Indicator HR12)
AS 8003 - 2003	Section 2 Structural elements (2.2) Section 5 Implementation of the essential elements (5.1.2)
AS/NZS 4360: 1999	2 Risk management requirements (2.2)

- Understand, respect and actively support human rights within the company
(See elements 1.1 and 3.4)

Examples of acceptable implementation

Respect for human rights is part of the company's commitment to ethical business policies and practices.

Training includes human rights and respect for the needs of others.

There are avenues for registering and addressing complaints relating to discrimination, harassment and other breaches of human rights.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Strategy and Management (Indicator HR1, Indicator HR8) Social Performance Indicators: Non-discrimination (Indicator HR4) Social Performance Indicators: Freedom of Association and Collective Bargaining (Indicator HR5) Social Performance Indicators: Child Labour (Indicator HR6) Social Performance Indicators: Forced and Compulsory Labour (Indicator HR7) Social Performance Indicators: Disciplinary Practices (Indicator HR9, Indicator HR10) Social Performance Indicators: Security Practices (Indicator HR11) Social Performance Indicators: Indigenous Rights (Indicator HR12, Indicator HR13, Indicator HR14)
AS 8003 - 2003	Section 2 Structural elements (2.2) Section 5 Implementation of the essential elements (5.1.2, 5.2.1)
AS/NZS 4360: 1999	2 Risk management requirements (2.2)

- Develop and communicate clear retrenchment and re-skilling guidelines (See elements 3.2, 4.3)

Examples of acceptable implementation

Employment policies include clear guidelines for retrenchment and re-skilling.

These guidelines may have been developed in consultation with employees.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19) Social Performance Indicators: Labour/Management Relations (Indicator LA4) Social Performance Indicators: Training and Education (Indicator LA16, Indicator LA17) Social Performance Indicators: Operations Closure (Indicator MM10)
AS/NZS 4360: 1999	2 Risk management requirements (2.2)

- Promote a safe work culture that recognises that no job needs to be done if it cannot be done safely (See elements 4.1, 4.3, 5.2–5.3, 5.5)

Examples of acceptable implementation

There is clear and frequent reinforcement by management that safety is the number one priority and that it must not be compromised.

This communication may be by face to face meetings, company newsletters or other means.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19) Social Performance Indicators: Health and Safety (Indicator LA6, Indicator LA14, Indicator MM13)
AS/NZS 4804:2001	4.1 Commitment and policy (4.1.2, 4.1.4)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.2.1)
AS/NZS 4360: 1999	2 Risk management requirements (2.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.2)



Element 3.2

Provide for the constructive engagement of employees on matters of mutual concern

Guidance

- Engage employees proactively about their work-related concerns
 - > Listen actively and document the issues employees raise fairly and accurately
 - > Discuss the issues in timely, open and culturally appropriate ways
 - > Recognise employee freedom of association

Examples of acceptable implementation

There are frequent and regular forums for employees to raise issues. The issues raised by employees are documented along with agreed actions.

Employees have the right to participate in union meetings and in less formal workplace groups.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12, Element 3.19) Social Performance Indicators: Labour/Management Relations (Indicator LA3, Indicator LA4, Indicator LA13) Social Performance Indicators: Health and Safety (Indicator LA6, Indicator LA15) Social Performance Indicators: Freedom of Association and Collective Bargaining (Indicator HR5) Social Performance Indicators: Disciplinary Practices (Indicator HR9, Indicator HR10)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.4, 4.3.3.1) 4.4 Measurement and evaluation (4.4.4.2) 4.5 Review and improvement (4.5.2)
AS 8003 - 2003	Section 4 Maintenance elements (4.2) Section 5 Implementation of the essential elements (5.2.9, 5.3.2)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.1, 4.4.3.2)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Seek agreed resolutions, including:
 - > flexible working arrangements where this benefits both company and employee
 - > protection of entitlements in divestment and closure situations (See element 9.2)

Examples of acceptable implementation

Management consults with employees regarding work arrangements and proposed changes in operations and works to achieve agreed resolutions.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12, Element 3.19) Social Performance Indicators: Labour/Management Relations (Indicator LA4, Indicator LA13) Social Performance Indicators: Operations Closure (Indicator MM10)



Element 3.3

Implement policies and practices designed to eliminate harassment and unfair discrimination in all aspects of our activities

Guidance

- Educate and train employees in anti-harassment and anti-discrimination policies and practices

Examples of acceptable implementation

Training for all employees, preferably at induction, includes the company's policies against harassment and discrimination.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Training and Education (Indicator LA9)
	Social Performance Indicators: Diversity and Opportunity (Indicator LA10)
	Social Performance Indicators: Strategy and Management (Indicator HR1, Indicator HR8)
	Social Performance Indicators: Non-discrimination (Indicator HR4)
	Social Performance Indicators: Security Practices (Indicator HR11)
AS 8003 - 2003	Social Performance Indicators: Indigenous Rights (Indicator HR12)
	Section 4 Maintenance elements (4.1)
	Section 5 Implementation of the essential elements (5.1.4, 5.3.2)

- Establish and monitor mechanisms to register, resolve and report on incidents and complaints

Examples of acceptable implementation

There is a well understood and documented system for employees to report incidents and register complaints.

Responsibility for resolving and reporting on these complaints and incidents has been allocated to appropriate managers.

There is a process for responding to complaints within a specified time.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Diversity and Opportunity (Indicator LA10) Social Performance Indicators: Strategy and Management (Indicator HR1) Social Performance Indicators: Non-discrimination (Indicator HR4) Social Performance Indicators: Disciplinary Practices (Indicator HR9, Indicator HR10) Social Performance Indicators: Indigenous Rights (Indicator HR13) Social Performance Indicators: Community (Indicator MM7) Social Performance Indicators: Land Rights (Indicator MM11)
AS 8003 - 2003	Section 3 Operational elements (3.4) Section 5 Implementation of the essential elements (5.2.4, 5.3.3)
AS/NZS 4360: 1999	4 Risk management process (4.7)

- Encourage open discussion of workplace issues and address root causes of discrimination

Examples of acceptable implementation

As well as open fora for discussion of issues there are clearly identified confidential avenues available for employees to discuss issues they confront with managers trained to address discrimination.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12, Element 3.19) Social Performance Indicators: Labour/Management Relations (Indicator LA13) Social Performance Indicators: Diversity and Opportunity (Indicator LA10) Social Performance Indicators: Strategy and Management (Indicator HR1) Social Performance Indicators: Non-discrimination (Indicator HR4) Social Performance Indicators: Indigenous Rights (Indicator HR12)
AS 8003 - 2003	Section 4 Maintenance elements (4.2) Section 5 Implementation of the essential elements (5.2.9, 5.3.2)
AS/NZS 4360: 1999	4 Risk management process (4.7)

- Where appropriate, establish special measures intended to reduce harassment and achieve fairness

Examples of acceptable implementation	
The company has clear policies and procedures relating to harassment and mechanisms to address any situations that arise.	
Evidence of implementation/Areas for improvement	
Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Diversity and Opportunity (Indicator LA10)
	Social Performance Indicators: Strategy and Management (Indicator HR1)
	Social Performance Indicators: Non-discrimination (Indicator HR4)
AS 8003 - 2003	Section 2 Structural elements (2.2)
	Section 5 Implementation of the essential elements (5.1.2, 5.2.2)



Element 3.4

Ensure that all relevant staff, including security personnel, are provided with appropriate cultural and human rights training and guidance

Guidance

- Provide employees and contractors with cultural awareness and human rights training that:
 - > is relevant to their areas of work
 - > includes conflict and dispute resolution skills
 - > provides examples of the difficult choices that individuals may need to make
 - > reinforces the importance of viewing the project within its local cultural context

Examples of acceptable implementation

Documented training programs for all staff include human rights relevant to their areas of work, for example on the company's policies against harassment and discrimination, and includes cultural awareness as appropriate.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Training and Education (Indicator LA9) Social Performance Indicators: Diversity and Opportunity (Indicator LA10) Social Performance Indicators: Strategy and Management (Indicator HR1, Indicator HR8) Social Performance Indicators: Non-discrimination (Indicator HR4) Social Performance Indicators: Security Practices (Indicator HR11) Social Performance Indicators: Indigenous Rights (Indicator HR12)
AS 8003 - 2003	Section 4 Maintenance elements (4.1) Section 5 Implementation of the essential elements (5.1.4, 5.3.2)

- Where security personnel are involved, maintain the safety and security of company operations within a framework that ensures respect for human rights

Examples of acceptable implementation	
Training in human rights policies and cultural awareness is provided to security staff and contractors and there are clear guidelines for their behaviour.	
Evidence of implementation/Areas for improvement	
Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Strategy and Management (Indicator HR1) Social Performance Indicators: Security Practices (Indicator HR11)
AS 8003 - 2003	Section 2 Structural elements (2.2) Section 5 Implementation of the essential elements (5.1.2)



Element 3.5

Minimise involuntary resettlement, and compensate fairly for adverse effects on the community where this cannot be avoided

Guidance

- Minimise resettlement and compensate fairly for unavoidable impacts (See elements 1.2, 2.2, 2.3, 4.1, 6.1, 8.1, 9.1–9.5)

Examples of acceptable implementation

The company's human rights policy includes a commitment to minimise the need for resettlement and to compensate affected communities fairly.

The company policy on resettlement may refer to the World Bank Operational Directive on Involuntary Resettlement.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Strategy and Management (Indicator HR1, Indicator HR2)
	Social Performance Indicators: Indigenous Rights (Indicator HR12, Indicator HR14)
	Social Performance Indicators: Community (Indicator SO1)
	Social Performance Indicators: Resettlement (Indicator MM9)
AS 8003 - 2003	Section 2 Structural elements (2.2)
	Section 5 Implementation of the essential elements (5.1.2)

- Provide compensation in a form that helps to build sustainable capacity within affected communities and delivers benefits to both current and future generations (See elements 2.3, 9.1–9.5, 10.3)

Examples of acceptable implementation

There is consultation with affected communities and other stakeholders to determine the most effective means of providing compensation to achieve long term sustainable outcomes.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	<p>Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12, Element 3.19, Element 3.17)</p> <p>Economic Performance Indicators: Public Sector (Indicator EC10, Indicator EC12)</p> <p>Economic Performance Indicators: Revenue Capture, Management, and Distribution (Indicator MM1)</p> <p>Social Performance Indicators: Indigenous Rights (Indicator HR12, Indicator HR14)</p> <p>Social Performance Indicators: Community (Indicator SO1)</p> <p>Social Performance Indicators: Resettlement (Indicator MM9)</p>
AS 8003 - 2003	<p>Section 2 Structural elements (2.2)</p> <p>Section 5 Implementation of the essential elements (5.1.2)</p>

- As far as practicable, ensure that the communities that experience the most adverse impacts receive the most benefit from compensation arrangements (See elements 1.2–1.4, 2.2, 4.1, 6.1, 9.1)

Examples of acceptable implementation

There is a documented process to identify affected stakeholders and predict the social impact of operations.

The actual impacts are monitored along with the benefits provided through compensation to ensure those most affected are the greatest beneficiaries.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	<p>Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12, Element 3.19, Element 3.17)</p> <p>Economic Performance Indicators: Public Sector (Indicator EC10, Indicator EC12)</p> <p>Economic Performance Indicators: Revenue Capture, Management, and Distribution (Indicator MM1)</p> <p>Social Performance Indicators: Indigenous Rights (Indicator HR12, Indicator HR14)</p> <p>Social Performance Indicators: Community (Indicator SO1)</p> <p>Social Performance Indicators: Resettlement (Indicator MM9)</p>
AS 8003 - 2003	<p>Section 2 Structural elements (2.2)</p> <p>Section 5 Implementation of the essential elements (5.1.2)</p>

- Seek a consensus about relocation through a transparent process that includes the communities that will receive relocated people (See elements 1.2–1.4, 2.2, 4.1, 6.1, 9.1, 10.3)

Examples of acceptable implementation	
There is early engagement with communities that will need to be relocated and with the communities that will receive those relocated.	
Issues identified are addressed and resolved through transparent, documented processes.	
Evidence of implementation/Areas for improvement	
Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12, Element 3.17, Element 3.19)
	Social Performance Indicators: Community (Indicator SO1)
	Social Performance Indicators: Resettlement (Indicator MM9)
AS/NZS 4360: 1999	4 Risk management process (4.7)



Element 3.6

Respect the culture and heritage of local communities, including: Indigenous peoples

Guidance

- Recognise and respect the culture and heritage of local communities including:
 - > the culture and traditions of Indigenous peoples and their relationships with lands and waters
 - > sites and objects of local, regional and national significance (See element 9.2)

Examples of acceptable implementation

The company's policies for all phases of operation including exploration recognise the importance of indigenous relationships to land and water and include consideration of their needs in planning.

There are processes for identifying local communities' land and customary rights and grievance mechanisms to resolve any disputes.

There are processes for identifying and protecting subsistence-related resources of local communities, including water, plants and wildlife.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Community (Indicator SO1)
	Social Performance Indicators: Indigenous Rights (Indicator HR12, Indicator HR13)
	Social Performance Indicators: Community (Indicator SO1)
	Social Performance Indicators: Land Rights (Indicator MM11)
AS 8003 - 2003	Section 2 Structural elements (2.2)
	Section 5 Implementation of the essential elements (5.1.2)

- Engage with local and Indigenous communities in culturally appropriate ways, respecting their customs and beliefs
 - > Work with communities to develop appropriate, cooperative strategies to protect and manage sites of special significance to those communities on lands within and adjacent to our operations
 - > Where appropriate, incorporate local and traditional environmental knowledge and land management practices into company operations
 - > Work with communities to develop employment, education, training and business development and other opportunities

Examples of acceptable implementation

There is early transparent engagement with local indigenous communities, having regard to cultural needs including language.

The company may use the relevant guideline in the Best Practice Environmental Management in Mining Series.

The company has developed internal or engaged external expertise to develop and maintain relationships with local indigenous communities.

Issues such as language have been considered in developing appropriate means of engagement.

Each relevant site has objectives for the protection and management of significant sites, developed in conjunction with local communities.

The company works with the community to develop employment, education, training and business development opportunities

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12, Element 3.17, Element 3.19) Economic Performance Indicators: Revenue Capture, Management, and Distribution (Indicator MM1) Social Performance Indicators: Indigenous Rights (Indicator HR12, Indicator HR14) Social Performance Indicators: Community (Indicator SO1) Social Performance Indicators: Land Rights (Indicator MM11)
AS 8003 - 2003	Section 3 Operational elements (3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)



PRINCIPLE 4

Implement risk management strategies based on valid data and sound science

Element 4.1

Consult with interested and affected parties in the identification, assessment and management of all significant social, health, safety, environmental and economic impacts associated with our activities

Guidance

- Use appropriate risk assessment methods to identify the potential social, health, safety, environmental and economic impacts of the intended operations

Examples of acceptable implementation

The company has a comprehensive risk identification and assessment process in place, for example AS/NZS 4360.

Risk identification includes an assessment of the organisation's strategic, organisational and risk management context.

The company may use the National Minerals Industry Risk Assessment Guidelines.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Vision and Strategy (Element 1.1, Element 1.2) Section 3 Governance Structure and Management Systems (Element 3.1, Element 3.3, Element 3.4, Element 3.13, Element 3.17, Element 3.19)
AS/NZS 4804:2001	4.1 Commitment and policy (4.1.3) 4.2 Planning (4.2.2) 4.3 Implementation (4.3.4.1, 4.3.4.2, 4.3.4.3, 4.3.4.4, 4.3.4.5, 4.3.4.6)
AS 8003 - 2003	Section 3 Operational elements (3.1) Section 5 Implementation of the essential elements (5.2.1, 5.2.6)
AS/NZS 4360: 1999	4 Risk management process (4.2)
AS/NZS 4801:1999	4 OHSMS requirements (4.3.1, 4.4.6)
ISO 9001:2000	4 Quality management system (4.1) 7 Product realization (7.1, 7.2, 7.3, 7.4, 7.5)
ISO 14001:2004	4 Environmental management system requirements (4.3.1)

- Identify communities and organisations that may be affected by the operations
 - > Undertake desktop baseline socio-economic assessments
 - > Use the outcomes of these assessments to plan appropriate communications before engaging stakeholders
 - > Where appropriate extend socio-economic assessment through stakeholder engagement
 - > Explain company intentions honestly, accurately and succinctly
 - > Engage stakeholders to identify their interests, concerns and aspirations
 - > Incorporate what is learned into company planning and provide feedback on outcomes to relevant stakeholders

Examples of acceptable implementation

The risk assessment process includes the identification of stakeholders, and planning of communication and engagement with them.

Stakeholder consultation is an early step in risk identification and assessment. There are established processes for the incorporation of stakeholder views and concerns into planning and for providing feedback to stakeholders on the outcomes.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 2 Profile (Element 2.9) Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12, Element 3.16)
AS 8003 - 2003	Section 3 Operational elements (3.1) Section 5 Implementation of the essential elements (5.2.1, 5.2.9, 5.3.2)
AS/NZS 4360: 1999	4 Risk management process (4.2, 4.7)
AS/NZS 4801:1999	4 OHSMS requirements (4.3.1, 4.4.3.1, 4.4.3.2, 4.4.6)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.4.3)

- Manage issues commensurate with the level of risk (Importantly the risk assessment process should take into account the Precautionary Principle)

Examples of acceptable implementation

Risks are evaluated for their potential impact against a range of criteria including operational, technical, financial, legal, social and environmental, and managed appropriately.

The precautionary principle is considered when developing the evaluation criteria.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.1, Element 3.3, Element 3.4, Element 3.13)
AS/NZS 4804:2001	4.1 Commitment and policy (4.1.3) 4.2 Planning (4.2.2)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2, 3.3) Section 4 Maintenance elements (4.3) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.3, 5.3.3)
AS/NZS 4360: 1999	4 Risk management process (4.1.5, 4.3, 4.4, 4.5)
AS/NZS 4801:1999	4 OHSMS requirements (4.3.1, 4.4.6)
ISO 14001:2004	4 Environmental management system requirements (4.2, 4.3.1, 4.4.6)

- Develop, implement and maintain systems to manage both chronic and acute risks

Examples of acceptable implementation

The company has implemented a risk management system to identify and manage both chronic and acute risks.

Treatment plans have been developed and implemented for all significant risks.

The performance of the risk management system is monitored and reviewed regularly.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.1, Element 3.4, Element 3.6, Element 3.7, Element 3.13, Element 3.17, Element 3.19)
AS/NZS 4804:2001	4.3 Implementation (4.3.4.4)
AS 8003 - 2003	Section 3 Operational elements (3.2, 3.3) Section 4 Maintenance elements (4.3) Section 5 Implementation of the essential elements (5.2.2, 5.2.3, 5.3.3)
AS/NZS 4360: 1999	2 Risk management requirements (2.4) 4 Risk management process (4.5.3, 4.5.4)
AS/NZS 4801:1999	4 OHSMS requirements (4.1, 4.3.1, 4.4.6, 4.4.7, 4.5.1.2, 4.5.2)
ISO 9001:2000	8 Measurement, analysis and improvement (8.1, 8.2, 8.3, 8.4, 8.5)
ISO 14001:2004	4 Environmental management system requirements (4.1, 4.4.6)

- Maintain a risk register that documents the control philosophy, status and associated actions of all identified major risks

Examples of acceptable implementation

All identified risks and the assessment of their impact have been documented along with the plans for controlling all risks assessed as major.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.19)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.5, 4.3.4.2)
AS 8003 - 2003	Section 3 Operational elements (3.5) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.5)
AS/NZS 4360: 1999	5 Documentation (5.1, 5.2)
AS/NZS 4801:1999	4 OHSMS requirements (4.5.3)
ISO 9001:2000	4 Quality management system (4.2.1)
ISO 14001:2004	4 Environmental management system requirements (4.4.4)

- Involve members of the workforce and other relevant stakeholders in risk assessment and risk management processes (See elements 3.2, 4.3, 4.4, 5.1, 6.1, 8.1, 9.1)

Examples of acceptable implementation

Employees and contractors as well as external stakeholders have been consulted during the risk identification and assessment processes and during the development of control plans.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12) Social Performance Indicators: Health & Safety (Indicator LA6) Social Performance Indicators: Community (Indicator SO1) Social Performance Indicators: Emergency Preparedness (Indicator MM12)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.4, 4.3.4.2, 4.3.4.3, 4.4.4.2) 4.5 Review and improvement (4.5.2)
AS 8003 - 2003	Section 3 Operational elements (3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.4, 5.2.9, 5.3.2)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS requirements (4.4.3.1, 4.4.3.2)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- The right and requirement to stop work when conditions become unsafe should be communicated and understood by employees and contractors and acted on (See elements 1.1, 3.1, 4.3)

Examples of acceptable implementation

Management clearly and frequently communicates to the workforce the expectation that work will not be undertaken unless it can be performed safely.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Vision and Strategy (Element 1.1, Element 1.2) Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.9)
AS/NZS 4804:2001	4.1 Commitment and policy (4.1.2, 4.1.4) 4.3 Implementation (4.3.4.4, 4.3.4.7)
AS 8003 - 2003	Section 2 Structural elements (2.2) Section 3 Operational elements (3.2, 3.3) Section 4 Maintenance elements (4.1) Section 5 Implementation of the essential elements (5.1.2, 5.2.2, 5.2.3, 5.3.1)
AS/NZS 4360: 1999	2 Risk management requirements (2.2)
AS/NZS 4801:1999	4 OHSMS requirements (4.2)
ISO 14001:2004	4 Environmental management system requirements (4.2)



Element 4.2

Ensure regular review and updating of risk management systems

Guidance

- Implement a system of risk management and internal control that incorporates:
 - > management commitment
 - > demonstrable systematic risk identification and mitigation
 - > documented risk communication
 - > documented cost-estimates of non-compliances and losses
 - > assurance reporting on programs aimed at achieving or maintaining conformance with the relevant risk profile
 - > documented key risks and opportunities that could impact on shareholder and relevant stakeholder interests

Examples of acceptable implementation

The company has a comprehensive documented risk management system in place, for example AS/NZS 4360.

The company may use the National Minerals Industry Risk Assessment Guidelines.

Risk management is a regular agenda item for meetings of senior management.

Adequate resources are provided to maintain the risk management system.

The processes of risk identification and assessment including cost-benefit analyses have been documented.

There are risk management plans requiring regular monitoring and reporting of non-compliance and corrective action.

Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.1, Element 3.4, Element 3.6, Element 3.13, Element 3.19)
AS/NZS 4804:2001	4.1 Commitment and policy (4.1.3) 4.2 Planning (4.2.2) 4.3 Implementation (4.3.4.1, 4.3.4.2, 4.3.4.3, 4.3.4.4, 4.3.4.5, 4.3.4.6)
AS 8003 - 2003	Section 2 Structural elements (2.2, 2.4) Section 3 Operational elements (3.1, 3.2, 3.3, 3.5, 3.6, 3.7) Section 4 Maintenance elements (4.3) Section 5 Implementation of the essential elements (5.1.2, 5.2.1, 5.2.2, 5.2.3, 5.2.5, 5.2.6, 5.2.7, 5.3.3, 5.3.4)
AS/NZS 4360: 1999	2 Risk management requirements (2.2, 2.3, 2.4, 2.5) 4 Risk management process (4.2, 4.3, 4.4, 4.5, 4.6, 4.7) 5 Documentation (5.1, 5.2)
AS/NZS 4801:1999	4 OHSMS requirements (4.1, 4.2, 4.3.1, 4.3.4, 4.4.3, 4.4.4, 4.4.6, 4.4.7 4)
ISO 9001:2000	Quality management system (4.1, 4.2.1) 5 Management responsibility (5.1, 5.2, 5.5) 8 Measurement, analysis and improvement (8.1, 8.2, 8.3, 8.4, 8.5)
ISO 14001:2004	4 Environmental management system requirements (4.1, 4.2, 4.3.1, 4.3.2, 4.4.4, 4.4.6, 4.5)

- Regularly review and continually improve risk management systems and practices in consultation with relevant stakeholders and with due consideration to regional and local effects

Examples of acceptable implementation

The risk management system is regularly, for example annually, reviewed and the outcomes of the review provided to senior management.

There is continual improvement with input from relevant stakeholders.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12, Element 3.19)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.4, 4.3.4.2, 4.3.4.3, 4.4.4.2) 4.5 Review and improvement (4.5.2, 4.5.3)
AS 8003 - 2003	Section 2 Structural elements (2.6) Section 3 Operational elements (3.4, 3.9) Section 4 Maintenance elements (4.4, 4.6) Section 5 Implementation of the essential elements (5.1.5, 5.2.4, 5.2.9, 5.3.4)
AS/NZS 4360: 1999	2 Risk management requirements (2.5) 4 Risk management process (4.6, 4.7)
AS/NZS 4801:1999	4 OHSMS requirements (4.2, 4.3.3, 4.3.4, 4.4.1.2, 4.4.3.1, 4.4.3.2, 4.6)
ISO 9001:2000	5 Management responsibility (5.6) 8 Measurement, analysis and improvement (8.2)
ISO 14001:2004	4 Environmental management system requirements (4.3.3, 4.5, 4.6)

- Review and update the risk register periodically; and whenever changes in the operating environment or the operations alter risks and ensure necessary change management practices are in place

Examples of acceptable implementation

There are processes for regular review and update of the risk register and change management processes include a requirement to review risks.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.19)
AS/NZS 4804:2001	4.5 Review and improvement (4.5.2)
AS 8003 - 2003	Section 4 Maintenance elements (4.4) Section 5 Implementation of the essential elements (5.2.1, 5.3.4)
AS/NZS 4360: 1999	5 Documentation (5.1, 5.2)
AS/NZS 4801:1999	4 OHSMS requirements (4.4.4, 4.5.3)
ISO 9001:2000	4 Quality management system (4.2.1, 4.2.3, 4.2.4) 5 Management responsibility (5.4.2 4)
ISO 14001:2004	Environmental management system requirements (4.3.1, 4.4.4, 4.4.5, 4.6)



Element 4.3

Inform potentially affected parties of significant risks from mining, minerals and metals operations and of the measures that will be taken to manage the potential risks effectively

Guidance

- Facilitate open and transparent dialogue on risk management measures conducted in the appropriate form for the particular audience (See elements, 4.1, 4.4, 5.4, 9.1–9.2, 10.3)

Examples of acceptable implementation

Stakeholders are consulted and informed regarding the potential impacts of operations.

This may be achieved in several ways including face to face meetings, newsletters and web sites.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 2 Profile (Element 2.9) Section 3 Governance Structure and Management Systems (Element 3.4, Element 3.6, Element 3.9, Element 3.10, Element 3.11, Element 3.12, Element 3.17)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.1, 4.3.3.2)
AS 8003 - 2003	Section 3 Operational elements (3.8, 3.9) Section 4 Maintenance elements (4.2) Section 5 Implementation of the essential elements (5.2.1, 5.2.8, 5.2.9, 5.3.2)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS requirements (4.4.3)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Inform the workforce of the hazards and risks to which they may be exposed prior to commencing employment and on continuing basis during employment (See elements 3.2, 5.2–5.4, 8.1, 9.1, 10.1–10.3)

Examples of acceptable implementation

As part of induction new employees and contractors are informed of potential hazards and risks to which they may be exposed.

This information is provided at regular intervals during employment and the communications are documented.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Labour/Management Relations (Indicator LA5, Indicator LA14) Social Performance Indicators: Emergency Preparedness (Indicator MM12) Social Performance Indicators: Health and Safety (Indicator MM13)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.4, 4.3.2.5, 4.3.3.1, 4.3.4.6, 4.3.4.7)
AS 8003 - 2003	Section 4 Maintenance elements (4.1, 4.2) Section 5 Implementation of the essential elements (5.2.9, 5.3.1, 5.3.2)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS requirements (4.4.3.2)

- Communicate with stakeholders on significant risks and their corresponding management plans in a culturally appropriate manner (See elements 4.1, 4.4,9.1–9.2, 10.1–10.3)

Examples of acceptable implementation

As part of the stakeholder identification and analysis processes the most appropriate means of communication with each stakeholder group has been identified and noted in the stakeholder register.

Stakeholders are informed of significant risks and the plans developed to manage those risks.

Appropriate feedback mechanisms have also been established.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12) Environmental Performance Indicators: Large Volume Waste (Indicator MM6) Social Performance Indicators: Community (Indicator SO1, Indicator MM7) Social Performance Indicators: Emergency Preparedness (Indicator MM12) Social Performance Indicators: Health and Safety (Indicator MM13)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.2)
AS 8003 - 2003	Section 3 Operational elements (3.7, 3.8, 3.9) Section 4 Maintenance elements (4.2) Section 5 Implementation of the essential elements (5.2.1, 5.2.7, 5.2.8, 5.2.9, 5.3.2)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS requirements (4.4.3.2)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Inform regulators, industry bodies and affected parties as soon as practicable of significant incidents, associated risks and the steps taken to remedy their impacts

Examples of acceptable implementation

There is a policy and processes established for the reporting of significant incidents and the action taken to regulators, industry bodies and affected stakeholders.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN10, Indicator EN11, Indicator EN 12, Indicator EN13) Social Performance Indicators: Health and Safety (Indicator LA7, Indicator MM13) Social Performance Indicators: Community (Indicator MM7)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.1, 4.3.3.2)
AS 8003 - 2003	Section 3 Operational elements (3.7) Section 4 Maintenance elements (4.6) Section 5 Implementation of the essential elements (5.2.6, 5.2.7)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS requirements (4.4.3.2)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)



Element 4.4

Develop, maintain and test effective emergency response procedures in collaboration with potentially affected parties

Guidance

- Identify potential emergencies and develop appropriate emergency response strategies and capabilities (See elements 2.1–2.3, 3.2, 4.1, 5.2, 6.2, 6.4, 9.1–9.5, 10.3)

Examples of acceptable implementation

The type, relative likelihood and consequences of potential emergencies have been identified and documented.

Scenarios for serious situations, up to and including the worst credible incident, have been evaluated to decide the scope of emergency response planning is required.

Appropriate responses have been identified in consultation with stakeholders who may be affected.

Where relevant information on how to recognise alarms and appropriate actions have been distributed.

The company has established the capability to respond to potential emergencies.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Emergency Preparedness (Indicator MM12)
AS/NZS 4804:2001	4.3 Implementation (4.3.5.1, 4.3.5.2, 4.3.5.3)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.3)
AS/NZS 4360: 1999	4 Risk management process (4.2, 4.5, 4.5.4)
AS/NZS 4801:1999	4 OHSMS requirements (4.4.7)
ISO 14001:2004	4 Environmental management system requirements (4.4.7)

- Ensure adequate resources are available to respond to identified emergency scenarios (See elements 1.3, 5.2, 5.5, 6.5, 8.3)

Examples of acceptable implementation

Adequate resources to respond to the identified potential emergencies have been provided and are regularly reviewed for adequacy.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Emergency Preparedness (Indicator MM12)
AS/NZS 4804:2001	4.3 Implementation (4.3.5.1, 4.3.5.2, 4.3.5.3)
AS 8003 - 2003	Section 2 Structural elements (2.5) Section 5 Implementation of the essential elements (5.1.4)
AS/NZS 4360: 1999	2 Risk management requirements (2.3.3)
AS/NZS 4801:1999	4 OHSMS requirements (4.4.1.1, 4.4.7)
ISO 14001:2004	4 Environmental management system requirements (4.4.1, 4.4.7)

- Conduct training and periodically test the effectiveness of emergency response strategies and capabilities. Capture the learnings from this process (See elements 5.2, 5.3)

Examples of acceptable implementation

The resources for emergency response include trained response teams who regularly participate in emergency response exercises to test the effectiveness of training and strategies.

Emergency plans are reviewed and updated whenever a significant change in facilities or processes occurs, including changes in key personnel and contact details; but no less frequently than once every two years.

Reviews of the plan take into account lessons learned from investigations and de-briefing following incidents and practice drills.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Emergency Preparedness (Indicator MM12)
AS/NZS 4804:2001	4.3 Implementation (4.3.5.1, 4.3.5.2, 4.3.5.3)
AS 8003 - 2003	Section 4 Maintenance elements (4.1, 4.4) Section 5 Implementation of the essential elements (5.3.1, 5.3.4)
AS/NZS 4360: 1999	4 Risk management process (4.6)
AS/NZS 4801:1999	4 OHSMS requirements (4.4.7)
ISO 14001:2004	4 Environmental management system requirements (4.4.7)

- Develop partnerships with local emergency services to provide mutual aid, for example, sharing mine rescue equipment with bush fire brigades (See elements 4.1, 4.3, 8.1, 9.3, 9.4)

Examples of acceptable implementation

Partnerships have been developed with local emergency response services

Local emergency services are involved in regular site tours and regular training exercises.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Emergency Preparedness (Indicator MM12)
AS/NZS 4804:2001	4.3 Implementation (4.3.5.1, 4.3.5.2)



PRINCIPLE 5

Seek continual improvement of our health and safety performance

Element 5.1

Implement a management system focused on continual improvement of all aspects of operations that could have a significant impact on the health and safety of our own employees, those of contractors and communities where we operate

Guidance

- Implement an occupational and community health management system consistent with recognised quality standards that includes:
 - > an occupational and community health and safety policy statement
 - > documented procedures for hazard identification, hazard/risk assessment and control of hazards/risks of activities, products and services over which the organisation has control, including the activities, products and services of contractors and suppliers
 - > an assessment of legal and voluntary obligations
 - > documented occupational and community health and safety objectives and targets and programs and timeframes to achieve them
 - > identified management structures, responsibilities, resources, training, awareness and competencies
 - > a communication system which includes employees and other interested parties, and provides for the relevant and timely reporting of performance
 - > document and data control procedures
 - > monitoring and measurement of key characteristics of operations that can cause illness and injury
 - > documented procedures for incident investigation, corrective and preventative action
 - > a series of periodic internal audits and management review
 - > continual improvement objectives (See elements 1.1, 2.1)

Examples of acceptable implementation

The company has implemented an occupational health and safety management system such as AS/NZS 4801.

The company may use the National Minerals Industry Risk Assessment Guidelines.

The system has been developed to include community health and safety and this is reflected in the policy statement, documented procedures for risk/hazard identification, assessment and control and in the objectives and targets of the health and safety programs.

There is a documented assessment of the company's legal and voluntary obligations to occupational and community health and safety.

There are plans for performance improvement for each operating unit. Plans specify not only the measurement of performance but also the means by which improvements are to be achieved. Plans and programs allocate specific responsibilities and the required timing.

There are clearly identified and assigned responsibilities and resources for the management of health and safety, including documented training, awareness and competencies for hazardous work.

Appraisal systems and rewards reflect the level of commitment to achievement of health and safety goals.

There is regular reporting of health and safety performance to employees and other stakeholders. This may be achieved in several ways.

There is monitoring and measurement of key characteristics of potentially hazardous operations.

There are documented procedures for incident investigation, corrective and preventative action.

Internal audits and management review are undertaken on a regular basis.

Health and safety is a regular agenda item for meetings of senior management.

The company has established continual improvement objectives against which it measures and reports performance.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 1 Vision and Strategy (Element 1.1, Element 1.2) Section 3 Governance Structure and Management Systems (Element 3.1, Element 3.4, Element 3.6, Element 3.7, Element 3.10, Element 3.16, Element 3.19) Social Performance Indicators: Health and Safety (Indicator LA4, Indicator LA5, Indicator LA6, Indicator LA7, Indicator LA14, Indicator LA15, Indicator MM13) Social Performance Indicators: Training and Education (Indicator LA9)
AS/NZS 4804:2001	Entire Standard 4.1 Commitment and policy (4.1.2, 4.1.4) 4.2 Planning (4.2.2, 4.2.3, 4.2.4, 4.2.5, 4.2.6) 4.3 Implementation (4.3.2.1, 4.3.2.3, 4.3.2.4, 4.3.2.5, 4.3.3.3, 4.3.4.2, 4.3.4.3, 4.3.4.4, 4.3.4.7) 4.4 Measurement and evaluation 4.5 Review and improvement
AS 8003 - 2003	Section 2 Structural elements (2.2, 2.3, 2.4, 2.5) Section 3 Operational elements (3.1, 3.2, 3.3, 3.9) Section 4 Maintenance elements (4.1, 4.3, 4.4) Section 5 Implementation of the essential elements (5.1.2, 5.1.3, 5.1.4, 5.1.5, 5.2.1, 5.2.2, 5.2.3, 5.2.5, 5.2.9, 5.2.10, 5.3.1, 5.3.2, 5.3.3, 5.3.4)
AS/NZS 4360: 1999	2 Risk management requirements (2.2, 2.3, 2.4) 4 Risk management process (4.5, 4.6, 4.7) 5 Documentation (5.1, 5.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.1, 4.2, 4.3, 4.4, 4.5, 4.6)
ISO 9001:2000	4 Quality management system (4.1)
ISO 14001:2004	4 Environmental management system requirements (4.1, 4.2)

- Involve employees and other relevant stakeholders in auditing management systems and in management reviews (See elements 3.2, 4.3, 9.2, 10.3)

Examples of acceptable implementation

Stakeholders including employees are involved in auditing of management systems and in management reviews.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.6, Element 3.10, Element 3.11, Element 3.12, Element 3.19) Social Performance Indicators: Health and Safety (Indicator LA6)
AS/NZS 4804:2001	4.4 Management and evaluation (4.4.4.2) 4.5 Review and improvement (4.5.2)
AS 8003 - 2003	Section 4 Maintenance elements (4.4) Section 5 Implementation of the essential elements (5.2.1, 5.3.4)
AS/NZS 4360: 1999	4 Risk management process (4.6, 4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.1)



Element 5.2

Take all practical and reasonable measures to eliminate workplace fatalities, injuries and diseases among our employees and those of our contractors

Guidance

- Set zero illness and injuries as the goal and monitor progress towards its achievement (See elements 1.1, 2.1–2.3)
 - > Establish targets and timelines for key safety and health performance measures
 - > Use both leading and lagging performance measures

Examples of acceptable implementation

The company has a published goal of zero illnesses and injuries.

Targets and timelines for key health and safety performance measures have been established and are reviewed on a regular basis.

Both leading and lagging performance measures are used. The company may use the industry Guide: Positive Performance Measures.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 1 Vision and Strategy (Element 1.1, Element 1.2) Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19) Social Performance Indicators: Health and Safety (Indicator LA5, Indicator LA7, Indicator LA14, Indicator MM13)
AS/NZS 4804:2001	4.2 Planning (4.2.4, 4.2.5) 4.3 Implementation (4.3.3.2) 4.5 Review and improvement (4.5.2, 4.5.3)
AS 8003 - 2003	Section 4 Maintenance elements (4.6) Section 5 Implementation of the essential elements (5.1.1, 5.2.3, 5.2.5, 5.2.7, 5.3.3)
AS/NZS 4360: 1999	2 Risk management requirements (2.2, 2.4)
AS/NZS 4801:1999	4 OHSMS Requirements (4.3.3, 4.5.1)

- Establish and maintain safe behaviours
 - > Promote a safe work culture – no job should be done if it cannot be done safely
 - > Encourage employees and contractors to take responsibility for their own safety and their workmates' safety
 - > Implement a Fitness for Work Program which may address factors such as substance abuse, stress and lack of physical capability
 - > Implement a program to address employee fatigue and implement working conditions that protect employee health and safety
 - > Utilise permit to work systems for designated hazardous work
 - > Implement safety behaviour principles and observation systems with management and employee participation (See element 3.2)

Examples of acceptable implementation

There is evidence of a safe work culture including strong reinforcement of the message that no job should be done if it cannot be done safely.

Training includes emphasis on the responsibility of workers for their own safety and the safety of their fellow workers.

The company has implemented a documented Fitness for Work program including regular communication and education.

There is a program in place to address employee fatigue.

Permit to work is used. Procedures for safe work permits recognise the potential for more than one job occurring simultaneously and the involvement of multiple trades.

Procedures and implementation place emphasis on face to face communication between operating and maintenance personnel at all stages of the job. Procedures require formal acceptance of responsibilities including appropriate sign-off by;

- People responsible for the issue and receipt of the safe work permit;
- Those actually required to carry out the work;
- Those handing back and accepting the equipment ready for operation.

Safety behaviour principles with observation systems have been implemented with participation by all levels of the workforce.

Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 1 Vision and Strategy (Element 1.1, Element 1.2) Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19) Social Performance Indicators: Health and Safety (Indicator LA6)
AS/NZS 4804:2001	4.1 Commitment and policy (4.1.2, 4.1.4) 4.3 Implementation (4.3.2.3, 4.3.2.4, 4.3.4.6)
AS 8003 - 2003	Section 2 Structural elements (2.2, 2.3) Section 3 Operational elements (3.1, 3.2) Section 4 Maintenance elements (4.2) Section 5 Implementation of the essential elements (5.1.1, 5.1.2, 5.1.5, 5.2.1, 5.2.2, 5.2.3, 5.3.2)
AS/NZS 4360: 1999	2 Risk management requirements (2.2, 2.4)
AS/NZS 4801:1999	4 OHSMS Requirements (4.2, 4.4.1.2, 4.4.2, 4.4.6)

- Establish and maintain safe conditions and processes
 - > Identify fatality-potential hazards and agents and implement appropriate controls (See elements 4.1–4.5, 6.4)
 - > Operate and maintain plant and equipment according to established safe work procedures
 - > Utilise task-based risk assessment processes where appropriate
 - > Conduct systematic inspections of the workplace, record the results and ensure that any deficiencies are addressed

Examples of acceptable implementation

Through a comprehensive risk assessment process fatality potential hazards have been identified and the controls implemented and documented.

There are documented operational and maintenance procedures and schedules for all plant and equipment.

The results of hazard identification and evaluation are formally implemented as part of the process of developing, designing or modifying processes and equipment. Documentation demonstrates this linkage.

Design standards and operating procedures for modified processes are at least equivalent to the original design. Control measures are put in place consistent with the design and operating specifications.

Control measures demonstrate that the recognised hierarchy of controls has been considered and acted upon, particularly for processes with a potential for exposure to hazardous materials.

Written procedures are available and used for the preparation, handover, monitoring and handback of systems and equipment for maintenance or non-routine operating activities.

Regular inspections of the workplace are carried out and documented, with the aim of identifying poor housekeeping and unrecognised hazards.

Continued correct use of procedures and protective equipment is confirmed by regular workplace audits, or equivalent.

Results of these audits are appropriately documented.

Workplace inspections place emphasis on reviewing whether hazards can be eliminated and, if not, ensuring that protective controls, such as machine guarding, are in operation and effective.

Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.6, Element 3.7, Element 3.16, Element 3.19) Social Performance Indicators: Health and Safety (Indicator LA5, Indicator LA6, Indicator LA7, Indicator MM13)
AS/NZS 4804:2001	4.3 Implementation (4.3.4.2, 4.3.4.3, 4.3.4.4, 4.3.4.6) 4.4 Management and evaluation (4.4.2, 4.4.3, 4.4.4.1, 4.4.4.2) 4.5 Review and improvement (4.5.2, 4.5.3)
AS 8003 - 2003	Section 2 Structural elements (2.4, 2.6) Section 3 Operational elements (3.1, 3.2, 3.6, 3.7, 3.9) Section 4 Maintenance elements (4.2, 4.3, 4.4, 4.6) Section 5 Implementation of the essential elements (5.1.5, 5.2.1, 5.2.2, 5.2.3, 5.2.6, 5.2.7, 5.2.9, 5.3.2, 5.3.3, 5.3.4, 5.3.6)
AS/NZS 4360: 1999	4 Risk management process (4.2, 4.3, 4.4, 4.5, 4.6, 4.7) 5 Documentation (5.1, 5.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3, 4.4.4, 4.4.5, 4.4.6, 4.5.1, 4.5.2, 4.5.4, 4.6)

- Implement a comprehensive incident management process with management and employee participation
 - > Implement improvements based on investigating each incident (See element 4.2)

Examples of acceptable implementation

There is a comprehensive documented incident management process in place,

Investigation is carried out by a mix of appropriately qualified and trained people, preferably using a team approach and involving employees. Additional expertise is called in if needed.

Processes encourage openness and a culture of “no blame”. If possible the person making the original report and any people injured as a result of the incident should be included in the team.

The investigation results in determining “root causes” and the team makes recommendations for corrective/preventative action and / or further investigation.

Corrective actions are developed, documented and implemented.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12 Element 3.19) Social Performance Indicators: Health and Safety (Indicator LA6)
AS/NZS 4804:2001	4.4 Measurement and evaluation (4.4.4.2, 4.5.2)
AS 8003 - 2003	Section 3 Operational elements (3.2, 3.3, 3.6) Section 4 Maintenance elements (4.3, 4.4) Section 5 Implementation of the essential elements (5.2.6, 5.3.3, 5.3.4)
AS/NZS 4360: 1999	4 Risk management process (4.6, 4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.5.2)

- Proactively manage changes that have the potential to impact on the safety and health of employees and contractors (See elements 4.1–4.4, 6.4)

Examples of acceptable implementation

There is a proactive change management strategy in place to identify and manage hazards and risks that may arise from changes to operations.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 1 Vision and Strategy (Element 1.1, Element 1.2) Section 3 Governance Structure and Management Systems (Element 3.1, Element 3.4, Element 3.6, Element 3.7, Element 3.19) Social Performance Indicators: Labour/Management Relations (Indicator LA4) Social Performance Indicators: Health and Safety (Indicator LA6)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.3, 4.3.2.4, 4.3.2.5, 4.3.3.3, 4.3.3.4, 4.3.4.5, 4.3.4.6)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2) Section 4 Maintenance elements (4.4) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.3, 5.3.4)
AS/NZS 4360: 1999	4 Risk management process (4.2, 4.6)
AS/NZS 4801:1999	4 OHSMS Requirements (4.3.1, 4.3.4, 4.6)



Element 5.3

Provide all employees with health and safety training, and require employees of contractors to have undergone such training

Guidance

- Document and regularly review the OHS responsibilities, skills, knowledge and experience requirements associated with all roles in the organisation (See elements 2.4, 4.1–4.4, 8.1 and 8.3)

Examples of acceptable implementation

For each role in the organisation there is a documented position description that identifies all of the occupational health and safety responsibilities of that position and the skills, knowledge and experience required to fulfil that role.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.1, Element 3.4, Element 3.6, Element 3.19) Social Performance Indicators: Training and Education (Indicator LA9)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.1, 4.3.2.3)
AS 8003 - 2003	Section 2 Structural elements (2.3) Section 5 Implementation of the essential elements (5.1.3, 5.1.10, 5.3.4)
AS/NZS 4360: 1999	2 Risk management requirements (2.3.2, 2.5) 5 Documentation (5.1, 5.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.1.2, 4.4.2)

- Assess employees and contractors against the requirements of their roles before they are permitted to undertake work

Examples of acceptable implementation

The competencies of all employees and contractors are assessed and documented before they are allowed to begin work.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.19) Social Performance Indicators: Training and Education (Indicator LA9)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.1, 4.3.2.3, 4.3.2.5)
AS 8003 - 2003	Section 2 Structural elements (2.3) Section 3 Operational elements (3.2) Section 4 Maintenance elements (4.1) Section 5 Implementation of the essential elements (5.2.2, 5.3.1)
AS/NZS 4360: 1999	2 Risk management requirements (2.3.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.2)

- Provide general induction, area and task-specific training for all employees and contractors (See elements 2.4–2.5, 3.2)

Examples of acceptable implementation

All employees and contractors receive general induction and area and task specific training.

Formal training programs are in place for the hazards associated with the job, at least for all people directly exposed to workplace hazards, and covering all of the identified needs.

Training programs have features at least including:

- Structured training sessions and competency assessment before accepting responsibility.
- Regular retraining on competency gaps
- Tailored to specific job requirements
- Regularly up-dated to include new information.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.19) Social Performance Indicators: Training and Education (Indicator LA9)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.5)
AS 8003 - 2003	Section 4 Maintenance elements (4.1) Section 5 Implementation of the essential elements (5.3.1)
AS/NZS 4360: 1999	2 Risk management requirements (2.3.3)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.2)

- Review training in and compliance with safe work procedures; implement the necessary improvements arising out of reviews (See element 5.1 and 4.4)

Examples of acceptable implementation

There is regular review of training in safe work procedures in conjunction with reviews of compliance and the outcomes of the reviews are used to improve training procedures.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.19) Social Performance Indicators: Training and Education (Indicator LA9)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.5)
AS 8003 - 2003	Section 3 Operational elements (3.6) Section 4 Maintenance elements (4.1, 4.4) Section 5 Implementation of the essential elements (5.2.6, 5.3.4, 5.3.1)
AS/NZS 4360: 1999	2 Risk management requirements (2.3.3)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.2)

- Maintain records for all training and competency assessments, including compliance with mandatory training requirements; report appropriately (See element 10.1)

Examples of acceptable implementation

Records are kept of competency assessments and training provided and this information is reported to management and other stakeholders as appropriate.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.19) Social Performance Indicators: Training and Education (Indicator LA9)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.5, 4.3.3.5)
AS 8003 - 2003	Section 3 Operational elements (3.5) Section 5 Implementation of the essential elements (5.2.5)
AS/NZS 4360: 1999	5 Documentation (5.1, 5.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.3, 4.4.4)



Element 5.4

Implement regular health surveillance and risk-based monitoring of employees

Guidance

- Conduct relevant and risk-based initial and ongoing occupational medical surveillance of employees to ensure they are fit for their jobs and to enable early detection of any work-related health problems, including diseases (See elements 3.1–3.2)

Examples of acceptable implementation

Baseline and ongoing health monitoring of employees is undertaken based on risk assessment of potential hazards.

The company may use the National Minerals Industry Risk Assessment Guidelines.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19) Social Performance Indicators: Health and Safety (Indicator LA5), Indicator MM13)
AS/NZS 4804:2001	4.4 Measurement and evaluation (4.4.2)
AS 8003 - 2003	Section 3 Operational elements (3.1) Section 5 Implementation of the essential elements (5.2.1, 5.3.3)
AS/NZS 4360: 1999	4 Risk management process (4.2, 4.3, 4.6)
AS/NZS 4801:1999	4 OHSMS Requirements (4.5.1.2)

- Minimise exposures to harmful substances and conditions (See elements 5.1–5.3). Use internationally recognised standards to assess exposures; report against those standards (See elements 4.3, 6.4, 8.1–8.5). Monitor the workplace for exposures and conditions that could cause harm (See elements 3.1, 4.1, 4.3, 4.4 and 6.4)

Examples of acceptable implementation

Operational procedures are in place to minimise the exposure of employees to potentially harmful substances and conditions.

Exposure to such substances and conditions is monitored and reported against internationally recognised standards.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19) Social Performance Indicators: Health and Safety (Indicator LA14, Indicator MM13)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.2, 4.3.3.5, 4.3.4.2, 4.3.4.3, 4.3.4.4) 4.4 Measurement and evaluation (4.4.2)
AS 8003 - 2003	Section 3 Operational elements (3.1) Section 5 Implementation of the essential elements (5.2.1, 5.3.3)
AS/NZS 4360: 1999	4 Risk management process (4.5.4, 4.6)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.6, 4.5.1.2)

- Ensure work practices are ergonomically safe, that workers are fit for their work roles and are not asked to do work that may injure them or aggravate pre-existing medical conditions (See elements 3.1, 3.2)

Examples of acceptable implementation

Work practices have been assessed for their ergonomic safety and altered where necessary.

Employees are assessed for their physical capacity to undertake particular tasks and not required to undertake work for which they are unfit.

Medical fitness programs are resourced by an appropriately qualified health professional and medical information security is maintained.

Programs for medical fitness recognise the potential for substance abuse.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19) Social Performance Indicators: Health and Safety (Indicator LA14)
AS/NZS 4804:2001	4.3 Implementation (4.3.4.2, 4.3.4.4)
AS 8003 - 2003	Section 3 Operational elements (3.1) Section 5 Implementation of the essential elements (5.2.1, 5.3.3)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.6)

- Establish targets to drive improvements in the management of occupational health hazards, and report performance against these targets (See elements 3.2, 4.1–4.5, 8.2, 10.1–10.3)

Examples of acceptable implementation

Targets to drive improvement in the management of occupational hazards have been established and progress towards those targets is monitored and reported.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19) Social Performance Indicators: Health and Safety (Indicator LA7), Indicator MM13)
AS/NZS 4804:2001	4.2 Planning (4.2.4, 4.2.5) 4.3 Implementation (4.3.3.2)
AS 8003 - 2003	Section 3 Operational elements (3.7) Section 4 Maintenance elements (4.6) Section 5 Implementation of the essential elements (5.2.1, 5.2.7, 5.3.3, 5.3.6)
AS/NZS 4801:1999	4 OHSMS Requirements (4.3.3, 4.4.3.3)

- Inform relevant employees of the results of their occupational health monitoring
(See element 4.3)

Examples of acceptable implementation

Results of monitoring programs are communicated promptly to the individual(s) involved, and to others with a need to know, taking into account the right to privacy of the people concerned.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Health and Safety (Indicator LA7, Indicator MM13)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.4, 4.3.3.1) 4.4 Measurement and evaluation (4.4.2)
AS 8003 - 2003	Section 3 Operational elements (3.9) Section 4 Maintenance elements (4.2, 4.3) Section 5 Implementation of the essential elements (5.3.2, 5.3.3)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.5.1.2)

- Fully inform all employees and contractors about any substances or conditions that could have long-term impacts on their health (See elements 3.2, 4.3, 8.1, 8.3)

Examples of acceptable implementation

There is full disclosure to employees and contractors of information regarding any conditions of substances in the work place that could have long term effects on their health.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Health and Safety (Indicator LA5, Indicator LA6, Indicator LA7, Indicator MM13)
AS/NZS 4804:2001	4.3 Implementation (4.3.2.4, 4.3.3.1) 4.4 Measurement and evaluation (4.4.2)
AS 8003 - 2003	Section 3 Operational elements (3.90) Section 4 Maintenance elements (4.2) Section 5 Implementation of the essential elements (5.3.2)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.2, 4.5.1.2)

- Promote the health and well being of the workforce through access to health information, including general health patterns, and programs (See element 8.1)

Examples of acceptable implementation

The company has a policy of promoting health and well being amongst the members of the workforce through educational programs and providing information on lifestyle and general health.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19) Social Performance Indicators: Training and Education (Indicator LA9)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.1)
AS 8003 - 2003	Section 3 Operational elements (3.9) Section 4 Maintenance elements (4.2) Section 5 Implementation of the essential elements (5.3.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.2)



Element 5.5

Rehabilitate and reintegrate employees into operations following illness or injury, where feasible

Guidance

- Implement an injury management system to improve the health and safety of all employees and contractors
(See elements 1.1, 2.3, 3.1–3.4, 5.1)

Examples of acceptable implementation

There is an effective injury management system in place.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19) Social Performance Indicators: Training and Education (Indicator LA16)
AS/NZS 4804:2001	4.3 Implementation (4.3.5.2)
AS 8003 - 2003	Section 3 Operational elements (3.2) Section 5 Implementation of the essential elements (5.2.2)
AS/NZS 4360: 1999	2 Risk management requirements (2.4) 4 Risk management process (4.5)
AS/NZS 4801:1999	4 OHSMS Requirements (4.2, 4.3.4)

- Establish rehabilitation processes to promote rapid recovery from work-related injuries and early return to work (See elements 1.1, 1.3, 2.3, 3.1–3.2)

Examples of acceptable implementation

Rehabilitation processes have been established to ensure rapid recovery and return to work after a work-related injury.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19) Social Performance Indicators: Training and Education (Indicator LA16)
AS/NZS 4804:2001	4.3 Implementation (4.3.5.2)
AS 8003 - 2003	Section 3 Operational elements (3.2) Section 5 Implementation of the essential elements (5.2.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.2, 4.3.4)

- Provide all practical and reasonable opportunities to people who are injured and cannot, as a result of their injury or illness, return to their previous employment (See elements 3.1–3.4, 5.1)

Examples of acceptable implementation

Rehabilitation processes provide for the option of alternative work with the company where possible, if injury or illness prevents return to the original role.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Training and Education (Indicator LA16)
AS/NZS 4804:2001	4.3 Implementation (4.3.5.2)



PRINCIPLE 6

Seek continual improvement of our environmental performance

Element 6.1

Assess the positive, negative and indirect and the cumulative impacts of new projects
– from exploration through closure

Guidance

- Assess and manage environmental impacts for the whole project cycle

Examples of acceptable implementation

Environmental impacts for the whole cycle from exploration to site closure have been identified, assessed and documented with plans to manage and alleviate the impacts.

The company may use the relevant guideline in the Best Practice Environmental Management in Mining Series.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2) Section 4 Maintenance elements (4.3) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.3, 5.3.3)
AS/NZS 4360: 1999	4 Risk management process (4.2, 4.3, 4.4, 4.5)
ISO 9001:2000	4 Quality management system (4.1)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.3.3, 4.4.6)

- Predict, assess and monitor emissions to air, land and water, including noise, odour and vibration Ensure design emissions are within standards and guidelines; make project changes as necessary to ensure commissioned site can meet emission standards; provide a basis for future improvements

Examples of acceptable implementation

Emissions to air, land and water have been predicted and assessed at the design stage, and changes made where necessary to meet standards.

Initial design of the operation makes specific provision for the avoidance of long term residual impacts.

Objectives, targets and programs for reducing emissions have been developed.

Emissions are regularly monitored.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN8, Indicator EN9, Indicator EN10, Indicator EN12, Indicator EN30)
AS/NZS 4804:2001	4.3 Implementation (4.3.4.5)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2) Section 4 Maintenance elements (4.3) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.3, 5.3.3)
AS/NZS 4360: 1999	4 Risk management process (4.2, 4.3, 4.4, 4.5)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.3.3, 4.4.6)

- Predict, assess and monitor impacts on visual amenity prior to development and make necessary project changes to reduce such impacts

Examples of acceptable implementation

Impacts on visual amenity have been predicted and are assessed and monitored on a regular basis.

Necessary changes to reduce this impact have been made during project design.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Biodiversity (Indicator EN6, Indicator EN23, Indicator EN26, Indicator EN27, Indicator MM3)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2) Section 4 Maintenance elements (4.3) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.3, 5.3.3)
AS/NZS 4360: 1999	4 Risk management process (4.2, 4.3, 4.4, 4.5)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.3.3, 4.4.6)

- Annually review operations and implement management plans to mitigate the potential impact of emissions to air, land and water
 - > Use environmental impact assessments, change management and/or risk management approaches to evaluate and mitigate impact from new or altered processes

Examples of acceptable implementation

Operations are reviewed annually for their potential impact on air, land and water.

Objectives and targets to reduce the potential impact of emissions have been developed and programs to achieve them implemented.

Change in company activities, facilities and processes is managed according to documented procedures which include the specific consideration of any potential impacts from environmental aspects of the changed situation; including emergencies.

Planning for changes involves wide participation of employees and other stakeholders.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19) Environmental Performance Indicators: Water (Indicator EN20) Environmental Performance Indicators: Biodiversity (Indicator EN7, Indicator EN25, Indicator EN26, Indicator EN29) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN32) Environmental Performance Indicators: Transport (Indicator EN34)
AS 8003 - 2003	Section 3 Operational elements (3.2) Section 4 Maintenance elements (4.4) Section 5 Implementation of the essential elements (5.2.2, 5.3.4)
AS/NZS 4360: 1999	4 Risk management process (4.6)
ISO 14001:2004	4 Environmental management system requirements (4.3.3, 4.4.6, 4.5.1, 4.5.2, 4.5.3, 4.6)

- Predict, assess and monitor impacts on biodiversity and heritage issues (See element 7.3)

Examples of acceptable implementation

The impacts of operations on biodiversity and heritage values have been predicted and assessed and are monitored on a regular basis.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Water (Indicator EN20) Environmental Performance Indicators: Biodiversity (Indicator EN7, Indicator EN25, Indicator EN26, Indicator EN29) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN32)
AS 8003 - 2003	Section 3 Operational elements (3.1) Section 4 Maintenance elements (4.3) Section 5 Implementation of the essential elements (5.2.1, 5.3.3)
AS/NZS 4360: 1999	4 Risk management process (4.2, 4.3, 4.4, 4.5, 4.6)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.3.3, 4.4.6)

- Where appropriate, contribute to total watershed and airshed management in partnership with relevant external organisations (See elements 1.3, 7.1–7.3, 8.1–8.4)

Examples of acceptable implementation

The company works with other stakeholders in the region, including other companies, planning authorities and community groups to manage the overall watershed and airshed for the region.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Water (Indicator EN21, Indicator EN22) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN8, Indicator EN9, Indicator EN10, Indicator EN12, Indicator EN30, Indicator EN32)



Element 6.2

Implement an environmental management system focused on continual improvement to review, prevent, mitigate or ameliorate adverse environmental impacts

Guidance

- Implement an environmental management system consistent with recognised quality standards that includes:
 - > an environmental policy statement
 - > an assessment of environmental aspects and impacts of operations, products and services
 - > an assessment of legal and voluntary obligations
 - > documented environmental objectives and targets and programs to achieve them
 - > identified management structures, responsibilities, training, awareness and
 - > competencies
 - > a communication system with document control
 - > emergency preparedness and response procedures
 - > checking and corrective action for non-conformance
 - > a series of periodic internal audits and management review
 - > continual improvement objectives

Examples of acceptable implementation

The company has in place a comprehensive environmental management system, for example ISO 14001.

The company may use the relevant guideline in the Best Practice Environmental Management in Mining Series.

The system includes an environmental policy statement, an assessment of environmental aspects and impacts of operations, products and services.

An assessment of legal and voluntary obligations has been undertaken and documented.

Environmental objectives and targets and programs to achieve them have been developed. Objectives include targets for reduction in emissions and regular evaluation of source reduction / waste minimisation opportunities.

Overall expectations are translated into specific objectives for each significant operation.

Management structures, responsibilities, training, awareness and competencies are in place.

Skills and knowledge required to carry out job functions in an environmentally responsible manner are identified and documented; at least for higher risk processes and significant environmental aspects.

Processes are in place for regular assessment of employee competency.

Appraisal systems and rewards reflect the level of commitment to achieving environmental objectives.

There is a communication system with document control.

There are established procedures for emergency response.

The system includes periodic checking and correction of non-conformance and regular internal audits with management review.

Regular meetings of senior management include agenda items relating to environmental performance.

There are also continual improvement objectives.

Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.1, Element 3.4, Element 3.6, Element 3.7, Element 3.19, Element 3.20) Environmental Performance Indicators: Products and Services (Indicator EN14) Environmental Performance Indicators: Overall (Indicator EN35) Environmental Performance Indicators: Materials stewardship (Indicator MM5) Social Performance Indicators: Training and Education (Indicator LA9) Social Performance Indicators: Emergency Preparedness (Indicator MM12)
AS 8003 - 2003	Section 2 Structural elements (2.2, 2.3, 2.6) Section 3 Operational elements (3.1, 3.2, 3.3, 3.5, 3.6) Section 4 Maintenance elements (4.3, 4.6) Section 5 Implementation of the essential elements (5.1.2, 5.1.3, 5.1.5, 5.2.1, 5.2.2, 5.2.3, 5.2.5, 5.2.6, 5.3.1, 5.3.2, 5.3.3, 5.3.4, 5.3.6)
AS/NZS 4360: 1999	Risk management requirements (2.2, 2.3, 2.4, 2.5) 4 Risk management process (4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7) 5 Documentation (5.1, 5.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.7, 4.5.1, 4.5.2, 4.5.4, 4.6)
ISO 14001:2004	4 Environmental management system requirements (4.1, 4.2, 4.3.1, 4.3.2, 4.3.3, 4.4.1, 4.4.2, 4.4.3, 4.4.4, 4.4.5, 4.4.6, 4.4.7, 4.5.1, 4.5.2, 4.5.3, 4.5.5, 4.6)

- The environmental management system is a component of the sustainable development system
(See elements 1.3, 4.1, 4.2, 5.1, 7.1–7.3, 8.3, 10.3)

Examples of acceptable implementation

The environmental management system is integrated with the company's sustainable development system, for example through policy statements and reporting.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 1 Vision and Strategy (Element 1.2) Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.19)
AS 8003 - 2003	Section 2 Structural elements (2.4) Section 3 Operational elements (3.2) Section 5 Implementation of the essential elements (5.1.3, 5.2.3)
AS/NZS 4360: 1999	Risk management requirements (2.2)



Element 6.3

Rehabilitate land disturbed or occupied by operations in accordance with appropriate post-mining land uses.

Guidance

- Consult relevant stakeholders and develop a closure plan that clearly defines the post-closure land use

Examples of acceptable implementation

Post closure land uses have been defined through transparent stakeholder engagement processes and the development of a closure plan.

The company may use the relevant guideline in the Best Practice Environmental Management in Mining Series.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 2 Profile (Element 2.9) Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12) Environmental Performance Indicators: Biodiversity (Indicator EN23) Social Performance Indicators: Operations Closure (Indicator MM10)
AS 8003 - 2003	Section 3 Operational elements (3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.5.3, 4.7)
ISO 14001:2004	4 Environmental management system requirements (4.3.3, 4.4.3)

- Where appropriate, rehabilitate progressively over the life of the operation
 - > Monitor success criteria agreed with relevant stakeholders
 - > Report performance

Examples of acceptable implementation

Where appropriate rehabilitation is staged over the life of the operation, with monitoring and reporting against criteria as agreed with stakeholders.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.6, Element 3.7, Element 3.10, Element 3.11, Element 3.12, Element 3.19) Environmental Performance Indicators: Biodiversity (Indicator EN6, Indicator EN7, Indicator EN23, Indicator EN25, Indicator EN26, Indicator EN27, Indicator MM3) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN32)
AS 8003 - 2003	Section 3 Operational elements (3.7, 3.8, 3.9) Section 4 Maintenance elements (4.2, 4.3, 4.6) Section 5 Implementation of the essential elements (5.2.1, 5.2.4, 5.2.7, 5.2.9, 5.3.2, 5.3.3)
AS/NZS 4360: 1999	4 Risk management process (4.5.4, 4.7)
ISO 14001:2004	4 Environmental management system requirements (4.3.3, 4.4.3)

- Undertake and support research into land and water rehabilitation practices

Examples of acceptable implementation	
Research into land and water rehabilitation processes is undertaken by the company and/or in collaboration with other stakeholders.	
Evidence of implementation/Areas for improvement	
Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Indicator 3.15) Environmental Performance Indicators: Biodiversity (Indicator EN27, Indicator MM3)

- Use appropriate technologies to reduce negative environmental impacts and improve site rehabilitation techniques

Examples of acceptable implementation

The company uses established research and technology to reduce negative environmental impacts and improve site rehabilitation.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Energy (Indicator EN17)
	Environmental Performance Indicators: Water (Indicator EN22)
	Environmental Performance Indicators: Biodiversity (Indicator EN27, Indicator MM3)
AS/NZS 4360: 1999	4 Risk management process (4.5.4)

- Manage and, where appropriate, rehabilitate historical disturbances to an appropriate standard (See elements 4.1, 6.3, 6.4 7.1, 7.3, 9.1, 10.3)

Examples of acceptable implementation

The company has a policy regarding the rehabilitation of historically disturbed and to an appropriate standard.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Biodiversity (Indicator EN23)
AS/NZS 4360: 1999	4 Risk management process (4.5.4)



Element 6.4

Provide for safe storage and disposal of residual wastes and process residues

Guidance

- Design processes and facilities to minimise contamination and decrease closure costs
 - > Monitor the supply and use of significant chemicals over the life of the mine to identify losses and potential opportunities for recovery
 - > Identify opportunities for beneficial use of end wastes with other relevant stakeholders

Examples of acceptable implementation
Operations have been designed to minimise the risk of contamination and decrease closure costs.
The company may use the relevant guideline in the Best Practice Environmental Management in Mining Series.
Resources and expertise are in place to monitor the supply and use of chemicals and to establish and maintain a quantitative inventory of emissions and wastes; at least in accordance with legal requirements while also enabling the identification of waste minimisation opportunities.
The inventory includes accurate recording of the methods and location of any required waste treatment or, if necessary, disposal.
There is a proactive approach to identifying uses for wastes including as an input to the processes of others.
Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Biodiversity (Indicator EN7) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN11) Environmental Performance Indicators: Large volume mining and mineral processing waste (Indicator MM6)
AS/NZS 4804:2001	4.3 Implementation (4.3.4.5)
AS 8003 - 2003	Section 2 Structural elements (2.4) Section 3 Operational elements (3.2, 3.3) Section 4 Maintenance elements (4.3, 4.5) Section 5 Implementation of the essential elements (5.1.5, 5.2.2, 5.2.3, 5.2.5, 5.3.3, 5.3.5)
AS/NZS 4360: 1999	4 Risk management process (4.5.3, 4.6, 4.7)
ISO 9001:2000	7 Product realization (7.1, 7.3, 7.5) 8 Measurement, analysis and improvement (8.1, 8.2.2, 8.2.3)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.3.3, 4.4.6, 4.5.1)

- Document and apply effective process for:
 - > materials handling, containment and control processes for all by-products and residues
 - > identification, assessment monitoring, management and/or remediation of contaminated sites

Examples of acceptable implementation

There are documented processes for the handling, containment and control of all potentially hazardous materials.

Documentation for the transport of wastes at least meets relevant regulatory requirements. Procedures and documentation are properly carried out on an ongoing basis.

Policy, facilities, procedures and demonstrated actions ensure that storage of wastes awaiting treatment and/or disposal is at least in accordance with legal requirements; and its condition and methods of containment are monitored appropriately.

Contaminated sites have been identified and assessed and the results of management and/or remediation programs are regularly monitored.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Biodiversity (Indicator EN27) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN11, Indicator EN32) Environmental Performance Indicators: Large volume mining and mineral processing waste (Indicator MM6)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2, 3.3) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.3, 5.2.5, 5.3.3)
AS/NZS 4360: 1999	4 Risk management process (4.5.3, 4.5.4) 5 Documentation (5.1, 5.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.4, 4.4.6)
ISO 9001:2000	7 Product realization (7.1, 7.3, 7.5) 8 Measurement, analysis and improvement (8.1, 8.2.2, 8.2.3)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.3.3, 4.4.4, 4.4.6, 4.5.1)

- Review, continually improve and introduce good industry practice (See elements 4.1–4.4, 5.1, 5.2, 5.4, 8.1–8.5)

Examples of acceptable implementation

Processes for the control and management of wastes are regularly reviewed and continually improved in line with good industry practice.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.14, Element 3.15, Element 3.19, Indicator 3.20)
AS 8003 - 2003	Section 2 Structural elements (2.6) Section 4 Maintenance elements (4.4) Section 5 Implementation of the essential elements (5.1.4, 5.1.5, 5.3.4, 5.3.5)
AS/NZS 4360: 1999	4 Risk management process (4.6)
AS/NZS 4801:1999	4 OHSMS Requirements (4.6)
ISO 14001:2004	4 Environmental management system requirements (4.6)



Element 6.5

Design and plan all operations so that adequate resources are available to meet the closure requirements of all operations

Guidance

- Plan operations to minimise costs and risks; comply with relevant law, standards and guidelines; maximise sustainable development opportunities; and deliver postclosure landforms that are safe and stable from physical, geochemical and ecological perspectives (See elements 5.1, 7.3, 8.3–8.5)

Examples of acceptable implementation

Operations are planned to meet post closure objectives as well as to minimise operating costs and risks, comply with the law and relevant standards and guidelines and to maximise sustainable development objectives.

The company may have a checklist of assessment criteria to be considered in planning.

The company may use the relevant guideline in the Best Practice Environmental Management in Mining Series.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.13, Element 3.19) Environmental Performance Indicators: Overall (Indicator EN35) Social Performance Indicators: Operations Closure (Indicator MM10)
AS/NZS 4804:2001	4.3 Implementation (4.3.4.5)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2, 3.3) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.3)
AS/NZS 4360: 1999	4 Risk management process (4.5.3)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.3.2, 4.3.3)

- Provide adequate resources to achieve social objectives of closure including any costs associated with community dislocation (See elements 1.3, 2.2–2.3, 3.5, 7.1, 8.1)

Examples of acceptable implementation	
Planning includes the provision of adequate financial and human resources to meet the social objectives of closure.	
Evidence of implementation/Areas for improvement	
Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Operations Closure (Indicator MM10)
AS 8003 - 2003	Section 2 Structural elements (2.5) Section 5 Implementation of the essential elements (5.1.4)
AS/NZS 4360: 1999	Risk management requirements (2.3.3)

- Set aside funds externally held and not accessible for other purposes to implement the closure plan and to undertake post closure monitoring and maintenance, taking risk into account

Examples of acceptable implementation

Funds to implement the closure plan and undertake post closure monitoring and maintenance have been set aside and are externally held.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Operations Closure (Indicator MM10)
AS/NZS 4360: 1999	Risk management requirements (2.3.3)
ISO 14001:2004	4 Environmental management system requirements (4.4.1)

- Periodically review closure plans in the light of changing regulatory requirements and community expectations (See elements 2.2, 3.5, 4.1–4.4, 9.1–9.3)

Examples of acceptable implementation

There is periodic review of closure plans during the life of the mine, with input from external stakeholders.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Operations Closure (Indicator MM10)
AS/NZS 4360: 1999	4 Risk management process (4.6)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.3.3)



PRINCIPLE 7

Contribute to conservation of biodiversity and integrated approaches to land use planning

Element 7.1

Respect legally designated protected areas

Guidance

- Plan exploration activities and operations to avoid and/or minimise impacts on ecological and cultural values of legally protected areas

Examples of acceptable implementation

Plans for exploration and operations are reviewed to ensure legally protected areas are avoided or the impact on their values is minimised.

This review might be part of a planning checklist.

The precautionary principle is applied when assessing the potential impacts of activities on sensitive areas.

The company may use the relevant guideline in the Best Practice Environmental Management in Mining Series.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.13) Environmental Performance Indicators: Biodiversity (Indicator EN25, Indicator EN29, Indicator MM3) Social Performance Indicators: Community (Indicator SO1, Indicator MM11)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.3)
AS/NZS 4360: 1999	2 Risk management requirements (2.2)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.3.2)

- Work with key stakeholders to optimise the ecosystem integrity of protected areas proximal to the company's operations

Examples of acceptable implementation

Key stakeholders are identified and engaged in processes of protecting ecosystem integrity, for example through dialogue and reporting and/or through joint monitoring.

Key stakeholders might include research and academic institutions.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12) Environmental Performance Indicators: Biodiversity (Indicator EN25, Indicator EN29, Indicator MM3) Social Performance Indicators: Community (Indicator SO1, Indicator MM11)
AS 8003 - 2003	Section 3 Operational elements (3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)



Element 7.2

Disseminate scientific data on and promote practices and experiences in biodiversity assessment and management

Guidance

- Share scientific and technical information regarding biodiversity assessment and management with key stakeholders, including academia and government

Examples of acceptable implementation

Data collected for the purposes of biodiversity assessment and management are made available to key stakeholders including researchers.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.12, Element 3.15) Environmental Performance Indicators: Biodiversity (Indicator EN25, Indicator EN26, Indicator EN27, Indicator MM3) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.8, 3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.8, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7) 5 Documentation (5.2)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Make biodiversity information collected for the environmental impact assessment process publicly available

Examples of acceptable implementation

Data collected during preparation of environmental impact statements is made publicly available, for example through a website.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.12) Environmental Performance Indicators: Biodiversity (Indicator EN25, Indicator EN26, Indicator EN27, Indicator MM3) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.8) Section 5 Implementation of the essential elements (5.2.8)
AS/NZS 4360: 1999	4 Risk management process (4.7)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Collect, collate and analyse scientific data, and disseminate final reports to stakeholders in a suitable format

Examples of acceptable implementation

Biodiversity information is collected and collated at regular intervals and the data with its analysis is available to stakeholders in an appropriate format.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.12) Environmental Performance Indicators: Biodiversity (Indicator EN25, Indicator EN26, Indicator EN27, Indicator MM3) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.5, 3.7, 3.8) Section 4 Maintenance elements (4.2) Section 5 Implementation of the essential elements (5.2.5, 5.2.7, 5.2.8, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7) 5 Documentation (5.2)
ISO 14001:2004	4 Environmental management system requirements (4.4.3, 4.5.1)

- Work with key stakeholders (including government) to protect endangered species and their habitat

Examples of acceptable implementation	
The company works proactively in partnership with key stakeholders to protect endangered species and their habitat.	
There may be specific programs and targets for the protection of particular species.	
Evidence of implementation/Areas for improvement	
Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 2 Profile (Element 2.9)
	Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12)
	Environmental Performance Indicators: Biodiversity (Indicator EN27, Indicator EN28, Indicator MM3)
	Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2, 3.9)
	Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)

- Work with neighbouring communities and key stakeholders to minimise the impacts of feral animals and the spread of weeds and pests

Examples of acceptable implementation

The company works in partnership with local communities and other key stakeholders to control feral animals and weeds and pests.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12) Environmental Performance Indicators: Biodiversity (Indicator EN27, Indicator MM3) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2, 3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)

- Involve stakeholders from local and scientific communities in monitoring and reporting of information regarding biodiversity assessment and management where appropriate

Examples of acceptable implementation

As appropriate key stakeholders are involved in joint monitoring and reporting programs to assist in biodiversity assessment and management.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12) Environmental Performance Indicators: Biodiversity (Indicator EN27, Indicator MM3) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2, 3.8, 3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.8, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)

- Where feasible, work with stakeholders to optimise ecosystem integrity (including habitat protection) on a regional basis by addressing these issues proactively in mine planning and buffer zone management, and specifically in rehabilitation/closure planning (See elements 2.2–2.5, 4.1, 6.1–6.5, 8.1–8.3)

Examples of acceptable implementation

The company works with stakeholders on a regional planning basis to optimise ecosystem integrity.

These issues are included as an integral part of the planning for operations and closure planning.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12, Element 3.19) Environmental Performance Indicators: Biodiversity (Indicator EN23, Indicator EN27, Indicator EN29, Indicator MM3) Social Performance Indicators: Community (Indicator SO1) Social Performance Indicators: Operations Closure (Indicator MM10)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2, 3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)



Element 7.3

Support the development and implementation of scientifically sound, inclusive and transparent procedures for integrated approaches to land use planning, biodiversity conservation and mining

Guidance

- Produce credible and timely information regarding land-use issues, involving the input of independent assessment as necessary, to address stakeholder and community concerns and expectations (See elements 4.1, 6.1)

Examples of acceptable implementation

The company is proactive in its approach to gathering information to address stakeholder concerns and expectations, including the use of independent experts as needed.

The information is made freely available to interested parties.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 2 Profile (Element 2.9) Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12, Element 3.13, Element 3.19) Environmental Performance Indicators: Biodiversity (Indicator EN6, Indicator EN7, Indicator EN23, Indicator EN25, Indicator EN26, Indicator EN27, Indicator EN29, Indicator MM3) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.7, 3.8, 3.9) Section 5 Implementation of the essential elements (5.2.7, 5.2.8, 5.2.9, 5.3.2)
AS/NZS 4360: 1999	4 Risk management process (4.7)
ISO 14001:2004	4 Environmental management system requirements (4.4.3, 4.5.1)

- Find ways to maintain, enhance and restore (where appropriate) habitats in and around operations, including buffer zones

Examples of acceptable implementation

Planning for operations includes plans for protection and enhancement of habitats in the area.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Biodiversity (Indicator EN23, Indicator EN27, Indicator MM3) Environmental Performance Indicators: Overall (Indicator EN35)
AS/NZS 4360: 1999	2 Risk management requirements (2.4)
ISO 14001:2004	4 Environmental management system requirements (4.2, 4.3.1)

- Enhance biodiversity monitoring through the use of bioindicators

Examples of acceptable implementation

Biodiversity monitoring includes the identification and use of biodiversity indicators.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Biodiversity (Indicator EN7, Indicator EN25, Indicator EN26, Indicator MM3)

- Minimise the likelihood of localised extinctions and minimise impacts of feral animals, weeds and pests

Examples of acceptable implementation

Biodiversity management plans include precautions against localised extinctions and the spread of feral animals, weeds and pests.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Biodiversity (Indicator EN7, Indicator EN25, Indicator EN26, Indicator EN27, Indicator MM3)

- Promote and apply the principles of multiple and sequential land use within the operation’s sphere of influence

Examples of acceptable implementation	
Planning and conduct of operations incorporates multiple and sequential land uses.	
These concepts are promoted through demonstration and partnerships with other land users.	
Evidence of implementation/Areas for improvement	
Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7)
	Environmental Performance Indicators: Biodiversity (Indicator EN6, Indicator EN23)
	Social Performance Indicators: Community (Indicator SO1)
	Social Performance Indicators: Operations Closure (Indicator MM10)
	Social Performance Indicators: Land Rights (Indicator MM11)

Where feasible, work with key stakeholders to optimise the ecosystem integrity of protected areas adjacent to operations

Examples of acceptable implementation

The company partners with key stakeholders to protect the ecosystem integrity of areas adjacent to mine sites, for example through monitoring and weed and feral animal control programs.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12) Environmental Performance Indicators: Biodiversity (Indicator EN27, Indicator MM3) Social Performance Indicators: Community (Indicator SO1) Social Performance Indicators: Operations Closure (Indicator MM10)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2, 3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)

- Where feasible, work with stakeholders to optimise ecosystem integrity (including habitat protection) on a regional basis

Examples of acceptable implementation

The commitment to optimising ecosystem integrity through partnerships extends beyond the operations sites and adjacent areas to the wider region.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12) Environmental Performance Indicators: Biodiversity (Indicator EN27, Indicator MM3) Social Performance Indicators: Community (Indicator SO1) Social Performance Indicators: Operations Closure (Indicator MM10)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.2, 3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)

Use offsetting programs to increase net conservation benefits where these are feasible and agreed with government

Examples of acceptable implementation

The company takes a proactive approach to identifying and developing offsets as agreed by government to increase net conservation benefits.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12) Environmental Performance Indicators: Overall (Indicator EN35)

- Seek to achieve a net positive environmental gain through partnership activities and resourcing of local biodiversity groups

Examples of acceptable implementation

Resources, both financial and in kind are provided to local groups to protect and enhance biodiversity values.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12) Environmental Performance Indicators: Overall (Indicator EN35)



- Engage with state-based planning authorities to ensure that operations are consistent with regional or catchment scale land use planning priorities

Examples of acceptable implementation

In the planning phase of operations there is consultation with planning authorities regarding regional or catchment scale land use priorities.

These priorities are taken into account when developing and closing sites.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12) Environmental Performance Indicators: Biodiversity (Indicator EN6, Indicator EN23)

- Educate employees and contractors regarding the importance of biodiversity conservation values of the area subject to disturbance (See elements 2.2–2.5, 6.1–6.5, 8.1–8.5)

Examples of acceptable implementation

Before beginning work employees and contractors re educated about the biodiversity and ecological values of the area and the steps necessary to minimise disturbance.

The company may use the relevant guideline in the Best Practice Environmental Management in Mining Series.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Biodiversity (Indicator EN27, Indicator MM3) Social Performance Indicators: Training and Education (Indicator LA9)
AS 8003 - 2003	Section 4 Maintenance elements (4.1) Section 5 Implementation of the essential elements (5.3.1)
ISO 14001:2004	4 Environmental management system requirements (4.4.2)



PRINCIPLE 8

Facilitate and encourage responsible product design, use, re-use, recycling and disposal of our products

Element 8.1

Advance understanding of the properties of metals and minerals and their life-cycle effects on human health and the environment

Guidance

- Where appropriate, support research that improves understanding of the life cycle effects of minerals and metal products on human and environmental health

Examples of acceptable implementation

The company supports research to improve the understanding of the life cycle effects of products on health and the environment.

This support may be financial to scientific institutions or through providing information or other resources to researchers.

The company considers the precautionary principle in undertaking or supporting research.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 1 Vision and Strategy (Element 1.1, Element 1.2)
	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.13, Element 3.15, Element 3.16, Element 3.17)
	Environmental Performance Indicators: Products and Services (Indicator EN14, Indicator EN15)
	Environmental Performance Indicators: Materials Stewardship (Indicator MM5)

- Monitor and review the impacts of exploration and operations on occupational, community and environmental health, taking into account advances in the understanding of life cycle issues (See elements 1.4, 2.4, 4.1, 6.1, 7.2, 7.3, 8.3)

Examples of acceptable implementation

There is regular monitoring for impacts on employee and community health and the environment.

The monitoring undertaken is reviewed regularly to enable change based on increased understanding of life cycle issues and impacts.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.13 Element 3.15, Element 3.16, Element 3.17, Element 3.19) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN10, Indicator EN12, Indicator EN13, Indicator EN16, Indicator EN32) Environmental Performance Indicators: Materials Stewardship (Indicator MM5) Environmental Performance Indicators: Large Volume Waste (Indicator MM6) Social Performance Indicators: Health & Safety (Indicator LA5, Indicator LA7, Indicator MM13)
AS/NZS 4804:2001	4.4 Measurement and evaluation (4.4.2, 4.4.4.1)
AS 8003 - 2003	Section 3 Operational elements (3.1) Section 4 Maintenance elements (4.4) Section 5 Implementation of the essential elements (5.2.1, 5.3.3, 5.3.4)
AS/NZS 4360: 1999	4 Risk management process (4.6)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.6, 4.5.1)
ISO 14001:2004	4 Environmental management system requirements (4.5.1, 4.5.3, 4.6)



Element 8.2

Conduct or support research and innovation that promotes the use of products and technologies that are safe and efficient in their use of energy, natural resources and other materials

Guidance

- Where appropriate support research to improve eco-efficiency of production processes and products

Examples of acceptable implementation

The company participates actively in research to develop more eco-efficient processes and products.

This may be through partnership with other stakeholders or support for particular projects.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	<p>Section 3 Governance Structure and Management Systems (Element 3.16)</p> <p>Environmental Performance Indicators: Materials (Indicator EN2, Indicator MM4)</p> <p>Environmental Performance Indicators: Energy (Indicator EN18, Indicator EN19)</p> <p>Environmental Performance Indicators: Products and Services (Indicator EN14, Indicator EN15)</p> <p>Environmental Performance Indicators: Materials Stewardship (Indicator MM5)</p>

Review and innovate to reduce waste through cleaner production processes, recycling and reuse of materials

Examples of acceptable implementation

There is regular review of waste volumes to identify possible changes in processes to reduce wastes.
The company may use the relevant guideline in the Best Practice Environmental Management in Mining Series.
Review includes liaison with researchers and others in the industry to keep abreast of innovations.
There is regular evaluation of source reduction / waste minimisation opportunities.
There are specific objectives for each significant operating unit.
Company representatives participate actively in industry research and technical forums to keep up to date on best practice and share experience.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Materials (Indicator EN2, Indicator MM4) Environmental Performance Indicators: Energy (Indicator EN17) Environmental Performance Indicators: Water (Indicator EN22) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN8, Indicator EN9, Indicator EN10, Indicator EN30, Indicator EN31, Indicator EN11) Environmental Performance Indicators: Products and Services (Indicator EN15) Environmental Performance Indicators: Materials Stewardship (Indicator MM5)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.1.5)
AS/NZS 4360: 1999	4 Risk management process (4.6)
ISO 9001:2000	5 Management commitment (5.3) 7 Product realization (7.5.1)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.3.3, 4.4.6, 4.6)

- Review usage and innovate to improve efficiency in the use of energy and water. Take other users' present and future requirements into account, including air and water quality and environmental flows of water

Examples of acceptable implementation

There is regular review of the usage of water and energy and effort to identify areas where savings can be made.

The company has a stewardship approach to air and water quality and proactively works to minimise its impacts.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Environmental Performance Indicators: Energy (Indicator EN17) Environmental Performance Indicators: Water (Indicator EN21) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN10, Indicator EN12)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.1.5)
AS/NZS 4360: 1999	4 Risk management process (4.6)
ISO 9001:2000	5 Management commitment (5.3) 7 Product realization (7.5.1)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.3.3, 4.4.6, 4.6)

- Involve suppliers identifying opportunities to reduce energy consumption or use renewable sources to reduce production of greenhouse gases and other emissions

Examples of acceptable implementation

There is a program with targets to reduce the emission of greenhouse gases through reducing energy consumption or moving to renewable sources.

This program may involve energy suppliers.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.16) Environmental Performance Indicators: Energy (Indicator EN19) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN30) Environmental Performance Indicators: Suppliers (Indicator EN33)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.2.1, 5.3.2)
ISO 9001:2000	7 Product realization (7.4.1)
ISO 14001:2004	4 Environmental management system requirements (4.3.1)

- Where feasible, collaborate in industrial ecology activities to develop synergies in resource usage (See elements 1.4, 2.4, 4.1, 6.1, 7.2, 7.3, 8.3)

Examples of acceptable implementation

Where opportunities exist the company works with other industries to develop synergistic flows of resources.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.16) Environmental Performance Indicators: Materials (Indicator EN2, Indicator MM4) Environmental Performance Indicators: Water (Indicator EN22) Environmental Performance Indicators: Materials Stewardship (Indicator MM5)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.1.5, 5.3.5)



Element 8.3

Develop and promote the concept of integrated materials management throughout the metals and minerals value chain

Guidance

- Track business inputs and outputs in a communicable and reportable format

Examples of acceptable implementation

Process inputs and outputs are monitored and recorded and the results reported to facilitate the identification of resource wastage and opportunities for improvement.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.16) Environmental Performance Indicators: Materials (Indicator EN1, Indicator MM4) Environmental Performance Indicators: Energy (Indicator EN3, Indicator EN4, Indicator EN19) Environmental Performance Indicators: Water (Indicator EN5, Indicator EN21, Indicator EN22) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN8, Indicator EN9, Indicator EN10, Indicator EN30, Indicator EN31, Indicator EN11, Indicator EN12)
AS 8003 - 2003	Section 3 Operational elements (3.5) Section 4 Maintenance elements (4.6) Section 5 Implementation of the essential elements (5.2.5, 5.2.7, 5.3.2, 5.3.6)
AS/NZS 4360: 1999	5 Documentation (5.1, 5.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.3.1, 4.4.4)
ISO 9001:2000	4 Quality management system (4.2.1)
ISO 14001:2004	4 Environmental management system requirements (4.4.3, 4.4.4, 4.5.1)

- Promote safe handling, storage and use of materials throughout the supply chain

Examples of acceptable implementation

The correct handling of materials is supported and encouraged through the provision of information and training to suppliers and customers as necessary.

All employees are trained and encouraged to make input on proper handling, use and disposal of products, using appropriate and well publicised methods.

All parties who have a regular need for information and guidance on products and processes are identified and recorded.

Regular customers are provided with accurate and up to date material. Customers and other direct receivers are provided with training and guidance appropriate to the risk.

Customers are encouraged to implement proper practices for the handling, use, recycling and disposal of company products

Commensurate with product risk, customers and other direct product receivers are encouraged to transmit necessary information to downstream users

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.16) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN31, Indicator EN11, Indicator EN12, Indicator EN13) Environmental Performance Indicators: Suppliers (Indicator EN33) Environmental Performance Indicators: Large Volume Waste (Indicator MM6)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.3.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.3.1)
ISO 9001:2000	7 Product realization (7.2.3, 7.4.1)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.4.6)

- Inform customers about the safe and responsible use of mineral products and options for their reuse (See element 2.4)

Examples of acceptable implementation

Customers are informed about the safe use and disposal of products and any option for their recycling or reuse.

This could be through labelling, product information sheets and websites.

People who come in contact with customers are trained to facilitate the flow of information to and from customers or other users.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.16) Environmental Performance Indicators: Products and Services (Indicator EN15) Social Performance Indicators: Customer Health and Safety (Indicator PR1) Social Performance Indicators: Products and Services (Indicator PR2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.3.1)
ISO 9001:2000	7 Product realization (7.2.3)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.4.6)

- Develop preferred safe and responsible suppliers of materials and resources
(See element 2.4)

Examples of acceptable implementation

There is a procurement policy which includes qualification of suppliers on the basis of their capacity to safely and responsibly handle materials.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.16) Environmental Performance Indicators: Suppliers (Indicator EN33)
AS/NZS 4804:2001	4.3 Implementation (4.3.4.7)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.3.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.3.1)
ISO 9001:2000	7 Product realization (7.4.1)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.4.6)



Element 8.4

Provide regulators and other stakeholders with scientifically sound data and analysis regarding our products and operations as a basis for regulatory decisions

Guidance

- Understand the precautionary principle and its application in policy development; and integrate this understanding into planning, design and the cycle of management review (See elements 1.3 and 2.1)

Examples of acceptable implementation

The precautionary principle is explicitly referred to in company policy and is used in planning operations, monitoring and reviews.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.7, Element 3.13, Element 3.16, Element 3.19)
AS 8003 - 2003	Section 2 Structural elements (2.2) Section 3 Operational elements (3.1, 3.2) Section 4 Maintenance elements (4.4) Section 5 Implementation of the essential elements (5.2.1, 5.2.2, 5.3.4)
AS/NZS 4360: 1999	2 Risk management requirements (2.2) 4 Risk management process (4.2, 4.3)
AS/NZS 4801:1999	4 OHSMS Requirements (4.2, 4.3.1)
ISO 9001:2000	5 Management responsibility (5.3, 5.6) 7 Product realization (7.1, 7.2, 7.3)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.6)

- As appropriate, provide regulators and the scientific community with scientific and technical advice about our products and operations, including the outcomes of sitebased monitoring (See elements 1.4, 4.1, 6.4, 7.2–7.3, 10.1–10.3)

Examples of acceptable implementation

The outcomes of site-based monitoring and technical and scientific advice about products are freely provided to regulators and the scientific community.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.19) Environmental Performance Indicators: Materials (Indicator EN1) Environmental Performance Indicators: Energy (Indicator EN3, Indicator EN4, Indicator EN19) Environmental Performance Indicators: Water (Indicator EN5, Indicator EN21, Indicator EN22) Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN8, Indicator EN9, Indicator EN10, Indicator EN30, Indicator EN31, Indicator EN11, Indicator EN12, Indicator EN13) Environmental Performance Indicators: Materials Stewardship (Indicator MM5)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.2) 4.4 Measurement and evaluation (4.4.2, 4.4.4.1)
AS 8003 - 2003	Section 3 Operational elements (3.7, 3.8, 3.9) Section 4 Maintenance elements (4.3, 4.6) Section 5 Implementation of the essential elements (5.2.7, 5.2.8, 5.2.9, 5.3.6)
AS/NZS 4360: 1999	4 Risk management process (4.7) 5 Documentation (5.1, 5.2)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.2, 4.4.3.3, 4.5)
ISO 14001:2004	4 Environmental management system requirements (4.4.3, 4.5.1)

- Collaborate in research on life cycle impacts of processes, products and by-products as appropriate (See elements 2.4, 4.1, 6.3, 7.2–7.3, 10.3)

Examples of acceptable implementation

The company collaborates with other stakeholders in researching the life cycle impacts of products and processes, through providing resources and/or data.

Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.15, Element 3.16)
	Environmental Performance Indicators: Materials (Indicator MM4)
	Environmental Performance Indicators: Energy (Indicator EN17, Indicator EN19)
	Environmental Performance Indicators: Products and Services (Indicator EN14, Indicator EN15)
	Environmental Performance Indicators: Materials Stewardship (Indicator MM5)

- Encourage collaboration between government, industry and the scientific community in research and demonstration programs to foster improved science and informed policy development (See elements 1.4, 4.1, 6.4, 7.2–7.3, 10.1–10.3)

Examples of acceptable implementation

The company works with others in the industry to provide data and case studies and in trials and demonstration programs to assist researchers and inform policy development.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	<p>Section 3 Governance Structure and Management Systems (Element 3.15, Element 3.16)</p> <p>Environmental Performance Indicators: Materials (Indicator MM4)</p> <p>Environmental Performance Indicators: Energy (Indicator EN17, Indicator EN19)</p> <p>Environmental Performance Indicators: Products and Services (Indicator EN14, Indicator EN15)</p> <p>Environmental Performance Indicators: Materials Stewardship (Indicator MM5)</p>



Element 8.5

Support the development of scientifically sound policies, regulations, product standards and material choice decisions that encourage the safe use of mineral products

Guidance

- At industry, company, site and supply chain level, participate in creating and sharing knowledge about relevant disciplines such as:
 - > materials handling regulations, standards or requirements
 - > management of hazardous substances
 - > risk assessment and identification
 - > controls on the selection of materials
 - > establishment and regulation of product standards

Examples of acceptable implementation

Company representatives participate actively in industry activities, perhaps through an industry association, to create and share knowledge about materials handling, management of hazardous substances, risk identification and assessment and product standards.

The company also assists others in the supply chain on these issues.

Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	<p>Section 3 Governance Structure and Management Systems (Element 3.15, Element 3.16)</p> <p>Environmental Performance Indicators: Emissions, Effluents, and Waste (Indicator EN11)</p> <p>Environmental Performance Indicators: Materials Stewardship (Indicator MM5)</p> <p>Environmental Performance Indicators: Large Volume Waste (Indicator MM6)</p> <p>Social Performance Indicators: Products and Services (Indicator PR1, Indicator PR2)</p>
AS/NZS 4804:2001	4.3 Implementation (4.3.2.1, 4.3.3.1)
AS 8003 - 2003	<p>Section 4 Maintenance elements (4.5)</p> <p>Section 5 Implementation of the essential elements (5.1.5, 5.2.9, 5.3.2, 5.3.5)</p>
AS/NZS 4360: 1999	4 Risk management process (4.2, 4.3, 4.4, 4.5)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.6)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- At industry, company, site and supply chain level, participate constructively in policy development in relevant jurisdictions (See elements 1.4, 4.1, 6.4, 8.4, 10.1–10.3)

Examples of acceptable implementation

At an industry and supply level the company participates in public policy development in the jurisdictions in which it operates and plans to operate, through attending meetings and contributing to submissions.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.15, Element 3.16)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.1)



PRINCIPLE 9

Contribute to the social, economic and institutional development of the communities in which we operate

Element 9.1

Engage at the earliest practical stage with likely affected parties to discuss and respond to issues and conflicts concerning the management of social impacts

Guidance

- Engage communities and stakeholder groups in areas that may be affected by operations early – if possible before exploration

Examples of acceptable implementation

Planning of new operations includes the identification of stakeholders in the area and the development of strategies for engagement with them.

The company may use the relevant guideline in the Best Practice Environmental Management in Mining Series.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12) Social Performance Indicators: Community (Indicator SO1, Indicator MM7) Social Performance Indicators: Land Rights (Indicator MM11)
AS 8003 - 2003	Section 3 Operational elements (3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.1, 4.4.3.2)
ISO 14001:2004	4 Environmental management system requirements (4.3.3, 4.4.3)

- Establish a stakeholder register to assist in the identification of relevant stakeholders, and keep this current over the whole cycle

Examples of acceptable implementation

Each operation has a stakeholder register including contact details which is regularly reviewed and updated.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 2 Profile (Element 2.9) Section 3 Governance Structure and Management Systems (Element 3.9)
AS 8003 - 2003	Section 3 Operational elements (3.5) Section 5 Implementation of the essential elements (5.2.5, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7) 5 Documentation (5.1)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.2, 4.4.4)

- Undertake engagement in a culturally-appropriate manner throughout the life of the operation

Examples of acceptable implementation

Stakeholder engagement is undertaken in ways that are appropriate for each group - this might be reflected in records of meetings and/or written communications.

Issues such as language have been considered in developing appropriate means of engagement.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10) Social Performance Indicators: Community (Indicator SO1, Indicator MM7) Social Performance Indicators: Operations Closure (Indicator MM10) Social Performance Indicators: Land Rights (Indicator MM11)
AS 8003 - 2003	Section 3 Operational elements (3.9) Section 5 Implementation of the essential elements (5.2.7, 5.2.9, 5.3.2)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.2)
ISO 14001:2004	4 Environmental management system requirements (4.3.3, 4.4.3)

- Implement systems to appropriately manage issues and effects, positive and negative, of mining (See elements 2.2, 2.3, 3.2, 3.6, 4.1, 4.3, 5.4, 8.3, 10.1–10.3)

Examples of acceptable implementation

The company has management systems to manage the environmental, social, and economic impacts of the operation.

Ideally these systems and reporting against them are integrated.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12) Social Performance Indicators: Indigenous Rights (Indicator HR12, Indicator HR13) Social Performance Indicators: Community (Indicator SO1, Indicator MM7) Social Performance Indicators: Operations Closure (Indicator MM10) Social Performance Indicators: Land Rights (Indicator MM11)
AS 8003 - 2003	Section 2 Structural elements (2.4) Section 3 Operational elements (3.2, 3.4) Section 5 Implementation of the essential elements (5.2.2, 5.2.3, 5.2.4, 5.2.6)
AS/NZS 4360: 1999	2 Risk management requirements (2.2, 2.4)
AS/NZS 4801:1999	4 OHSMS Requirements (4.1, 4.2)
ISO 14001:2004	4 Environmental management system requirements (4.1, 4.2, 4.3.1, 4.3.3, 4.4.6)



Element 9.2

Ensure that appropriate systems are in place for ongoing interaction with affected parties, making sure that minorities and other marginalised groups have equitable and culturally appropriate means of engagement

Guidance

- Establish fair and equitable processes for engagement with Indigenous and local communities

Examples of acceptable implementation

Processes for frequent and transparent engagement with local and indigenous communities have been established and documented.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Indigenous Rights (Indicator HR12, Indicator HR13) Social Performance Indicators: Community (Indicator SO1, Indicator MM7) Social Performance Indicators: Land Rights (Indicator MM11)
AS 8003 - 2003	Section 3 Operational elements (3.9, 3.11) Section 4 Maintenance elements (4.2, 4.6) Section 5 Implementation of the essential elements (5.2.8, 5.2.9, 5.2.11)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.2)

- Establish processes to ensure ongoing interaction with communities regarding issues of interest to the mining operation and/or to the community

Examples of acceptable implementation

There are processes for ongoing interaction between the company and local communities, such as regular meetings, newsletters and identified contacts on-site.

The company may use the relevant guideline in the Best Practice Environmental Management in Mining Series.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.4, 3.9) Section 4 Maintenance elements (4.6) Section 5 Implementation of the essential elements (5.2.4, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.2)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Understand and respect directly affected peoples' decision-making and dispute resolution processes and their time frames for going through these processes

Examples of acceptable implementation

Staff responsible for engagement with local communities have awareness through training and/or experience of the decision-making and dispute resolution processes of the culture involved and are able to communicate the time frames required to senior management.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Indigenous Rights (Indicator HR12, Indicator HR13) Social Performance Indicators: Community (Indicator MM7) Social Performance Indicators: Land Rights (Indicator MM11)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.2.9)

- Develop partnerships that provide opportunities for reciprocal learning and mutual understanding

Examples of acceptable implementation	
The company has worked to develop partnerships with local communities, for example through joint community development projects.	
Evidence of implementation/Areas for improvement	
Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 1 Vision and Strategy (Element 1.1, Element 1.2)
	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12)
	Social Performance Indicators: Indigenous Rights (Indicator HR12)
	Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.9)
	Section 4 Maintenance elements (4.5)
	Section 5 Implementation of the essential elements (5.1.5, 5.2.9,5.3.5)

- Identify historically marginalised groups and implement strategies to address the special needs of individuals or groups in the community to ensure their effective participation

Examples of acceptable implementation

As part of the stakeholder analysis any marginalised groups or individuals have been identified.

Strategies have been developed to meet any special needs they may have to enable their effective engagement, including provision for overcoming language barriers.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12) Social Performance Indicators: Indigenous Rights (Indicator HR12) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.9) Section 4 Maintenance elements (4.2) Section 5 Implementation of the essential elements (5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- In engaging the community ensure that proper consideration is given to community views and that they are considered in the company decision-making process (See elements 2.2, 2.3, 3.2, 3.6, 4.1, 5.1, 8.1, 10.1–10.3)

Examples of acceptable implementation

At each stage of planning, design, operations and closure there is a process for the consideration of community views in decision-making and the outcomes are documented.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.4, 3.9) Section 4 Maintenance elements (4.2) Section 5 Implementation of the essential elements (5.2.4, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)



Element 9.3

Contribute to community development from project development through closure in collaboration with host communities and their representatives

Guidance

- Contribute to the development of sustainable communities. Apply a development model which identifies communities' current strengths and long-term needs for economic, social and institutional security

Examples of acceptable implementation

The company works with communities and other relevant stakeholders to identify their development needs.

Plans to meet these needs are developed in consultation and resourced appropriately.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	<p>Section 3 Governance Structure and Management Systems (Element 3.17, Element 3.19)</p> <p>Economic Performance Indicators: Suppliers (Indicator EC11)</p> <p>Economic Performance Indicators: Employees (Indicator EC5)</p> <p>Economic Performance Indicators: Public Sector (Indicator EC10, Indicator EC12)</p> <p>Economic Performance Indicators: Indirect Economic Impacts (Indicator EC13)</p> <p>Economic Performance Indicators: Revenue Capture, Management and Distribution (Indicator MM1)</p> <p>Social Performance Indicators: Employment (Indicator LA1, Indicator LA2)</p> <p>Social Performance Indicators: Health and Safety (Indicator LA8)</p> <p>Social Performance Indicators: Training and Education (Indicator LA9, Indicator LA16, Indicator LA17, Indigenous Rights, Indicator HR14)</p> <p>Social Performance Indicators: Community (Indicator SO1, Indicator MM8)</p> <p>Social Performance Indicators: Operations Closure (Indicator MM10)</p>
AS 8003 - 2003	<p>Section 2 Structural elements (2.2)</p> <p>Section 3 Operational elements (3.1)</p> <p>Section 5 Implementation of the essential elements (5.1.2, 5.2.1)</p>
AS/NZS 4360: 1999	2 Risk management requirements (2.2, 2.4)

- Strengthen and diversify the local and regional economy by supporting local businesses and products when this is feasible and consistent with sound business practices

Examples of acceptable implementation

Procurement policies reflect a preference for local suppliers where they can meet specifications and other qualifying criteria.

The company might work with local suppliers to assist them in meeting criteria.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Economic Performance Indicators: Suppliers (Indicator EC11) Economic Performance Indicators: Revenue Capture, Management and Distribution (Indicator MM1)
AS 8003 - 2003	Section 2 Structural elements (2.2) Section 5 Implementation of the essential elements (5.1.2)

- Identify and work to realise training and other opportunities for capacity building and community development. Work in partnership with relevant institutions and organisations

Examples of acceptable implementation

There is a program to provide opportunities and training for community capacity building.

The program could be delivered in partnership with other relevant stakeholders.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: (Training and Education, Indicator LA16, Indicator LA17) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.9)

- Ensure that exit strategies are in place for all programs, particularly if they will terminate before mine closure

Examples of acceptable implementation

Programs are planned with end dates and strategies for handover to the community or other stakeholders as required.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
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GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Community (Indicator SO1)
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AS 8003 - 2003	Section 3 Operational elements (3.2, 3.3) Section 5 Implementation of the essential elements (5.2.2, 5.2.3)
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- Engage the community in defining the intended post mining land-use in mine closure plans

Examples of acceptable implementation

The community is involved in the process of planning post closure land uses.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12) Social Performance Indicators: Operations Closure (Indicator MM10)
AS 8003 - 2003	Section 3 Operational elements (3.9) Section 5 Implementation of the essential elements (5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Contribute to the professional development of young people in local communities through capacity building and mentoring programs

Examples of acceptable implementation	
There is a program for the development of young people in local communities through capacity building and mentoring.	
Evidence of implementation/Areas for improvement	
Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Training and Education (Indicator LA9, Indicator LA16, Indicator LA17) Social Performance Indicators: Community (Indicator SO1)

- Meet community development commitments prior to divestment, or seek to ensure that these commitments are transferred to the asset purchaser (See elements 1.2, 1.3, 2.2, 3.5, 3.6, 4.1, 6.1, 7.3)

Examples of acceptable implementation

Community development programs have been planned to deliver outcomes prior to divestment or where this is not possible the programs are transferred to the purchaser as part of the sale.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Community (Indicator SO1)



Element 9.4

Encourage partnerships with governments and non-government organisations to ensure that programmes (such as community health, education, local business development) are well designed and effectively delivered

Guidance

- Undertake social and economic research and assessment in partnership with communities and appropriate organisations to support planning and development of operations with subsequent management review of social and economic effects through the whole cycle

Examples of acceptable implementation

Community development programs have been planned and are evaluated in partnership with external expertise and assistance as appropriate.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12, Element 3.19)
AS 8003 - 2003	Section 3 Operational elements (3.9) Section 4 Maintenance elements (4.5) Section 5 Implementation of the essential elements (5.2.9, 5.3.5)
AS/NZS 4360: 1999	4 Risk management process (4.6, 4.7)

- Recognise existing community planning processes and utilise these where feasible to achieve mutually beneficial social outcomes. Develop community partnerships and work to secure community ownership of the processes and outcomes

Examples of acceptable implementation

Community development programs are planned in accordance with existing processes and incorporated with other programs as appropriate.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.9) Section 5 Implementation of the essential elements (5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)

- Develop partnerships (including government, NGOs and other relevant organisations) where appropriate to facilitate program design and delivery

Examples of acceptable implementation

The company identifies appropriate government and NGO partners before planning programs and involves them where possible in design and delivery.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.9) Section 4 Maintenance elements (4.5) Section 5 Implementation of the essential elements (5.2.9, 5.3.5)
AS/NZS 4360: 1999	4 Risk management process (4.7)

- Implement programs (including apprenticeships and cadetships) to build skills and experience and to secure a skilled future workforce (See elements 1.2, 1.3, 2.2, 3.5, 3.6, 4.1, 6.1, 7.3)

Examples of acceptable implementation

Training opportunities include apprenticeships and cadetships, designed to build a skilled local workforce.

The company may also have targets for the employment of local people.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Training and Education (Indicator LA9, Indicator LA16)
AS 8003 - 2003	Section 4 Maintenance elements (4.1) Section 5 Implementation of the essential elements (5.3.1)



Element 9.5

Enhance social and economic development by seeking opportunities to address poverty

Guidance

- Plan and operate in ways that support the sustainable social, economic and environmental development of the host country, region and local communities

Examples of acceptable implementation

Objectives for all operations include goals for the social, economic and environmental development of the local communities, region and host country.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.17, Element 3.19) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 2 Structural elements (2.2) Section 3 Operational elements (3.2) Section 5 Implementation of the essential elements (5.1.2, 5.2.2)
AS/NZS 4360: 1999	2 Risk management requirements (2.2, 2.4)
ISO 14001:2004	4 Environmental management system requirements (4.3.1, 4.3.3, 4.4.6)

- Work to realise education and training opportunities for local people to increase their employment options

Examples of acceptable implementation

Programs have been developed to train and educate local people to increase their employment options.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Training and Education (Indicator LA9, Indicator LA16, Indicator LA17) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 4 Maintenance elements (4.1) Section 5 Implementation of the essential elements (5.3.1)

- Identify opportunities for skill development and training and implement these in collaboration with employees to increase their employment options following mine closure

Examples of acceptable implementation

A training needs analysis of employees has been conducted to identify opportunities for skills development and training is provided to increase the likelihood of their employment following mine closure.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Social Performance Indicators: Training and Education (Indicator LA9, Indicator LA16)
AS 8003 - 2003	Section 4 Maintenance elements (4.1) Section 5 Implementation of the essential elements (5.3.1)

- In conjunction with local communities, support the development and improvement of sustainable infrastructure

Examples of acceptable implementation

Infrastructure needs identified through community consultation are supported directly or indirectly.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Economic Performance Indicators: Public Sector (Indicator EC10, Indicator EC12) Economic Performance Indicators: Revenue Capture, Management and Distribution (Indicator MM1) Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.9)

- Seek to ensure the fair and equitable distribution of resources provided to host and local communities (See elements 1.2, 1.3, 2.2, 3.5, 3.6, 4.1, 6.1, 7.3)

Examples of acceptable implementation

The company has a policy regarding the distribution of resources to host and local communities and ensures this distribution will be equitable as a precondition of operating in those communities.

The distribution of resources is publicly reported.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Economic Performance Indicators: Revenue Capture, Management and Distribution (Indicator MM1)
	Social Performance Indicators: Indigenous Rights (Indicator HR14)
	Social Performance Indicators: Community (Indicator SO1)
AS 8003 - 2003	Section 2 Structural elements (2.2)
	Section 3 Operational elements (3.8)
	Section 5 Implementation of the essential elements (5.1.2, 5.2.8)



PRINCIPLE 10

Implement effective and transparent engagement, communications and independently verified reporting arrangements with stakeholders

Element 10.1

Report on our economic, social and environmental performance and contribution to sustainable development

Guidance

- Produce an annual report on sustainable development performance against company targets and make this publicly available

Examples of acceptable implementation

The company produces an annual report of its performance against sustainable development targets. Reports could be prepared using the GRI Guidelines.

This report is publicly available.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Entire Guideline
AS/NZS 4804:2001	4.3 Implementation (4.3.3.1, 4.3.3.2)
AS 8003 - 2003	Section 3 Operational elements (3.7) Section 5 Implementation of the essential elements (5.2.7, 5.3.2)
AS/NZS 4360: 1999	4 Risk management process (4.7) 5 Documentation (5.1)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.3)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Provide information in a manner that is culturally appropriate and easily understood. Reporting should be undertaken in a way that is useful, legible, and accessible to those receiving the information

Examples of acceptable implementation

Potential key stakeholder audiences for the report have been identified and the information is accessible in formats appropriate to those stakeholders.

Issues such as language have been considered in developing reports.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
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GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Entire Guideline Section 2 Profile
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AS/NZS 4804:2001	4.3 Implementation (4.3.3.1, 4.3.3.2)
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AS 8003 - 2003	Section 3 Operational elements (3.7) Section 5 Implementation of the essential elements (5.2.7, 5.3.2)
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AS/NZS 4360: 1999	4 Risk management process (4.7) 5 Documentation (5.1)
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AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.2, 4.4.3.3)
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ISO 14001:2004	4 Environmental management system requirements (4.4.3)
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- Undertake financial reporting in accordance with relevant accounting standards
(See elements 3.6, 4.3, 5.2, 6.1, 6.2, 7.2, 8.1–8.5, 9.2)

Examples of acceptable implementation

Financial reporting meets all legal requirements.

It addresses issues of risk, including those risks relating to exploration, reserves, markets, and closure of operations.

The company may use the Australasian Code for Reporting of Mineral Resources and Ore Reserves (The JORC Code)

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 2 Profile (Element 2.18)



Element 10.2

Provide information that is timely, accurate and relevant

Guidance

- Provide information within appropriate timeframes and contexts and identify the reporting period

Examples of acceptable implementation
The report clearly identifies the reporting period and areas of operation to which it refers as well as the time frame for meeting targets.

Evidence of implementation/Areas for improvement

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 2 Profile (Element 2.11, Element 2.13, Element 2.14, Element 2.15, Element 2.16)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.2.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.3)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Validate data, information and processes in performance reports

Examples of acceptable implementation

Data, information and processes included in public reports have been validated for integrity and accuracy.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 2 Profile (Element 2.20, Element 2.21) Section 3 Governance Structure and Management Systems (Element 3.19)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.1)
AS 8003 - 2003	Section 4 Maintenance elements (4.3, 4.6) Section 5 Implementation of the essential elements (5.3.3, 5.3.6)
AS/NZS 4801:1999	4 OHSMS Requirements (4.3.3, 4.5.4)

- Utilise appropriate verification processes for reports to provide public confidence in the information being reported

Examples of acceptable implementation

The information provided has been verified, perhaps by an independent external auditor.

The report specifies what verification has been performed.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 2 Profile (Element 2.20, Element 2.21) Section 3 Governance Structure and Management Systems (Element 3.19, Element 3.20)
AS 8003 - 2003	Section 4 Maintenance elements (4.7) Section 5 Implementation of the essential elements (5.3.7)

- Systematically identify stakeholder information needs to ensure that information provided is relevant

Examples of acceptable implementation

Stakeholder needs for information have been researched and analysed to ensure they are met by the report.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.1)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.2.1, 5.2.4, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.2)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Utilise stakeholder feedback on the reporting structure, format, timeframes and verification to continually improve the reporting processes (See elements 3.6, 4.3, 5.2, 6.1, 6.2, 7.2, 8.1–8.5, 9.2)

Examples of acceptable implementation

There is an active stakeholder feedback process to obtain information about the appropriateness of the reporting structure, format and timeframes.

This feedback is analysed and used to continually improve reporting.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 1 Vision and Strategy (Element 1.1, Element 1.2) Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12)
AS 8003 - 2003	Section 5 Implementation of the essential elements (5.2.1, 5.2.4, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)



Element 10.3

Engage with and respond to stakeholders through open consultation processes

Guidance

- Ensure all stakeholders have been identified in an open and transparent manner

Examples of acceptable implementation	
Stakeholders have been identified through a transparent process.	
The resulting list of stakeholder groups might be made publicly available through websites and/or reports.	
Evidence of implementation/Areas for improvement	

Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 2 Profile (Element 2.9) Section 3 Governance Structure and Management Systems 9Element 3.9)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Conduct a stakeholder analysis to identify rights and interests, and periodically review this throughout the life of the operation

Examples of acceptable implementation	
A comprehensive stakeholder analysis has been undertaken and documented.	
There is periodic review of this analysis throughout the life of the operation.	
Evidence of implementation/Areas for improvement	
Cross Reference Guide	
Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 2 Profile (Element 2.9) Section 3 Governance Structure and Management Systems (Element 3.9, Element 3.10, Element 3.11, Element 3.12, Element 3.19)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.9, 5.3.4)
AS/NZS 4360: 1999	4 Risk management process (4.7)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Utilise transparent and consultative communication processes to engage key stakeholders and provide feedback on issues raised

Examples of acceptable implementation

There are documented processes for engagement and communication with stakeholders.

Outcomes are documented and feedback is provided on the issues raised.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12)
AS/NZS 4804:2001	4.3 Implementation (4.3.3.1)
AS 8003 - 2003	Section 3 Operational elements (3.1, 3.8, 3.9) Section 5 Implementation of the essential elements (5.2.1, 5.2.8, 5.2.9)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.2)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Apply appropriate mechanisms for hearing and resolving stakeholder feedback within transparent and defined timeframes

Examples of acceptable implementation

Documented processes for dealing with stakeholder issues and complaints within specified timeframes have been developed.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12)
AS 8003 - 2003	Section 3 Operational elements (3.4) Section 5 Implementation of the essential elements (5.2.4)
AS/NZS 4360: 1999	4 Risk management process (4.7)
AS/NZS 4801:1999	4 OHSMS Requirements (4.4.3.2)
ISO 9001:2000	8 Measurement, analysis and improvement (8.2.1)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

- Maintain a complaint and comment register. Provide open and transparent grievance mechanisms. Publish reports about complaints and disputes and their resolutions (See elements 3.2, 3.6, 4.1, 4.3, 4.4, 7.2, 8.1, 8.4, 9.1, 9.2, 10.1, 10.2)

Examples of acceptable implementation

The company or site maintains a complaint and comment register.

There is a published mechanism for resolving complaints.

Information about complaints and disputes and their resolution is published in regular, publicly available reports.

Evidence of implementation/Areas for improvement

Cross Reference Guide

Standard	Reference
GRI Reference GRI Mining and Metals Sector Supplement Pilot Version 1.0	Section 3 Governance Structure and Management Systems (Element 3.10, Element 3.11, Element 3.12, Element 3.19) Social Performance Indicators: Indigenous Rights (Indicator HR13) Social Performance Indicators: Community (Indicator MM7) Social Performance Indicators: Land Rights (Indicator MM11)
AS 8003 - 2003	Section 3 Operational elements (3.4, 3.7) Section 5 Implementation of the essential elements (5.2.4, 5.2.7)
ISO 14001:2004	4 Environmental management system requirements (4.4.3)

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