

Social Way Standard

Owner

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Area

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Approved by

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Purpose

The **Social Way Standard** defines the Anglo American Group's minimum mandatory requirements for social performance management. It provides a common framework to systematically manage social performance related risks and impacts, enable continuous improvement and integrate social performance into cross-functional business processes.

The Standard forms part of the Social Way framework and underpins delivery of the principles and commitments within the **Social Way Policy**. The **Social Way Toolkit** provides non-mandatory guidance on how to meet the requirements outlined in the Standard. All three documents should be considered together.

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SCOPE

Anglo American managed sites

The Social Way Standard applies to all Anglo American managed sites¹ globally, throughout the mining lifecycle. What is necessary to meet the Standard's requirements will vary based on the site's operating context. Defined specifications and processes exist for the non-operating lifecycle stages of:

- Discovery and Geosciences²
- Projects³
- Closure^{4 5}

The principles outlined in the Social Way Policy and requirements of the Standard are also used to inform the due diligence conducted as part of acquisitions and divestment of assets.

Non-managed sites

The Social Way Standard does not apply to non-managed operations in which the Anglo American Group has a shareholding. Where the Anglo American Group does not manage an operation or facility but does have a shareholding, Anglo American will encourage that operation or facility to adopt the Social Way Standard and, at a minimum, to comply with local laws and regulations.

Group Terminology and Responsibility

In the Social Way Standard, and any related procedures, references to "Anglo American", the "Anglo American Group", the "Group", "we", "us", and "our" are to refer to either Anglo American plc and its subsidiaries and/or those who work for them generally, or where it is not necessary to refer to a particular entity, entities, or persons. The use of those generic terms is for convenience only and is in no way indicative of how the Anglo American Group, or any entity within it, is structured, managed or controlled. Anglo American subsidiaries, and their management, are responsible for their own day-to-day operations, including but not limited to securing and maintaining all relevant licenses and permits, operational adaptation and implementation of Group policies and standards, management, training and any applicable local grievance mechanisms. Anglo American produces group-wide policies, procedures and standards to ensure best uniform practices and standardisation across the Anglo American Group but is not responsible for the day-to-day implementation of such policies. Such policies and procedures constitute prescribed minimum standards only. Group operating subsidiaries are responsible for adapting those policies, standards and procedures to reflect local conditions where appropriate, and for implementation, oversight and monitoring within their specific businesses.

Contractors and suppliers

The Social Way Standard applies to the contractors, suppliers and business partners that Anglo American does business with - to the extent that a particular requirement of this Standard applies to the work that they are undertaking on our behalf at our sites - and all these parties are required to adhere to it.

¹ "Sites" refers to: exploration activities, projects, mines and processing facilities in construction, operation, care and maintenance/other suspension of activities, and closure. In some instances, the work required to deliver the requirements at site will be the responsibility or accountability of the Business that the site belongs to, and/or, the Anglo American Group. Where sites operate under a 'hub' or shared-services model, accountability for implementation will be adjusted to fit those organisational arrangements.

² [Link](#) to Social Way Specification for Discovery and Geosciences.

³ [Link](#) to Stage gate guidance/ICbS.

⁴ Closure is defined as the end of mining operations and/or any major facility or pit closures.

⁵ [Link](#) to Social Performance Closure Review Guidance.

Legal compliance

This Standard must be applied in conjunction and compliance with all applicable laws in the countries in which Anglo American operates. If a provision of this Standard is inconsistent with local laws, then the provision which has the higher standard shall apply, without contravening local laws.

Accountability

The Standard is owned by the Senior Vice President of Sustainability and Social Impact. Accountability for its implementation is held primarily at sites. At sites, a cross-functional approach to implementation is required, involving, but not limited to: Social Impact; Risk; Mining Operations; Safety, Health and Environment; Security; People and Organisation; Legal and Corporate Affairs; Mine Planning; and Supply Chain.

Data protection

Sites must ensure the necessary systems and processes are in place to manage all data processes required by the Anglo American Group Data Policy⁶, while delivering the requirements of the Social Way Standard.

OVERVIEW

Organisation of this Standard

The Social Way Standard consists of a set of mandatory requirements organised by type, as shown in *Table 1*.

Sites apply a screening process using the screening tool⁷ to determine whether context-based impact and risk management requirements (requirements 5a – 5e) apply at the site.

Table 1: Social Way Standard Requirements

Requirement Type	Requirements	Purpose/Application
Management system requirements	1 Governance 2 Review and Planning 3a Stakeholder Engagement 3b Grievance and Remedy 3c Social and Human Rights Impact and Risk Analysis (SHIRA)	Mandatory for all sites, providing the foundational requirements for establishing and maintaining the Social Way Management System.
Impact and risk management requirements	4a Socio-Economic Development 4b Contractor Social Management 4c Community Health and Safety Management 4d Emergency Management Planning for Site-Induced Emergencies with Off-Site Impacts 4e Security Management and the Voluntary Principles on Security and Human Rights (VPSHR)	Mandatory social impact and risk management requirements for all sites.
Context-based impact and risk management requirements	5a Land Access, Displacement and Resettlement 5b Site-Induced Migration 5c Cultural Heritage 5d Indigenous Peoples 5e Artisanal and Small-Scale Mining	Social impact and risk management requirements that apply when screened in for a site.

⁶ [Link](#) to Anglo American Group Data Policy.

⁷ [Link](#) to Screening tool.

Structure of Requirements

Each requirement is structured as outlined in Table 2.

Table 2: Structure of Requirements

Outcome	Description of the required end state and successful result expected to be achieved from effective implementation of the mandatory activities under each requirement.
Mandatory Activities	The minimum actions that must be implemented to achieve the requirement outcome. These are organised into: <i>Requirement Activities</i> Mandatory activities that apply directly to the requirement. <i>Social Way Linkages*</i> Mandatory interactions and alignment between activities within the different requirements of the Social Way Standard. <i>Cross-Functional Integrations*</i> Mandatory integration or alignment between activities within the Social Way Standard and activities managed by other functions, including processes, systems, and governance routines defined in other functional Standards, Procedures, or equivalent documents. <i>* Note: Linkages and integrations are included only where relevant.</i>

Key terms

Throughout this Standard:

- ‘Impacts’ are defined as actual or potential changes (positive or adverse) to the lives, livelihoods, cultural heritage, health or well-being of external stakeholders directly, or indirectly caused by any managed site across any mining lifecycle phase. Impacts can be cumulative. Cumulative impacts are the combined effects of multiple projects/activities in an area.
- ‘Risks’ are defined as safety, financial, legal, or reputational threats to the business.
- ‘Stakeholders’ refers to all individuals and groups, including communities, interested in or impacted by the activities of a site.
- ‘Gender analysis’ refers to a process that is undertaken to understand local gender norms and how these affect people’s lives. It is used to determine what level of gender responsiveness is appropriate in planning, implementation and review of the Social Way Management System.
- ‘Vulnerability’ refers to both systemic vulnerabilities of an individual or group, i.e., those who had pre-existing vulnerability unrelated to the site’s presence, and site-based vulnerability, i.e., those who might be specifically vulnerable to impacts from the site’s presence or activities. Vulnerability is considered for all aspects of planning, implementation and review of the Social Way Management System.
- ‘Community climate change resilience’ refers to the ability of communities to anticipate, prepare for, withstand, adapt to, recover and learn from climate-related changes, while maintaining individual and collective well-being. Climate-related risks, impacts and opportunities affecting communities are understood and embedded into risk and impact reduction and mitigation strategies across the Social Way Management System.

A full **glossary of terms** used across the Social Way framework is available [here](#).

MANAGEMENT SYSTEM REQUIREMENTS

All sites must implement the following requirements commensurate with the site's context, impacts on stakeholders and associated risks to business.

Requirement 1: Governance

Outcome

A cross-functional Social Way Management System⁸ exists that integrates social performance into decision-making and site management, delivering value for the business and stakeholders and enabling continuous improvement.

Mandatory Activities

Requirement Activities

1. Sites must have a **Social Performance Management Committee (SPMC)**, or equivalent⁹, that oversees Social Way Management System implementation and effectiveness through:
 - a. Ensuring business decisions¹⁰ are made with consideration of social performance¹¹ and a commitment to avoiding social impacts and minimising risks to business.
 - b. Defining accountability for approval and delivery of social performance objectives.
 - c. Allocating resources to deliver the site's social performance objectives and the Social Way Standard requirements.
 - d. Ensuring annual review of applicable Social Way Management System elements¹² with participation of relevant internal stakeholders.
 - e. Using monitoring and evaluation results (see clause 3) to inform decision making, prioritisation, and continuous improvement.
2. Sites must establish and maintain **systems and processes for data management** that:
 - a. Record data to enable monitoring, evaluation and reporting against internal and external reporting commitments.
 - b. Are managed in accordance with the Group Data Policy.
3. Sites must implement a **Monitoring and Evaluation framework** that:
 - a. Enables assessment of the effectiveness and efficiency¹³ of their Social Way Management System.
 - b. Covers all requirements as relevant according to the screening process.
 - c. Includes participation and feedback from internal and external stakeholders on requirements and activities relevant to them.
4. Sites must complete a social performance **Health of Discipline review** that:
 - a. Assesses the competency and capability of systems, processes and people to deliver the site's social performance objectives and requirements of the Social Way Standard.
 - b. Is conducted every three years, or following a significant change (e.g. organisational change, or changes to the scope of impacts or risks to be managed).
 - c. Ensures that all roles accountable for activities as part of the Social Way Management System have access to training and/or skills development pathways.

⁸ The Social Way Management System encompasses all procedures, plans, routines and processes used to implement the requirements of the Social Way Standard, including those relating to impact and risk management.

⁹ 'Equivalent' means any governance forum at site, business unit or Exco level that fulfils the oversight functions set out in 1 a–e. These functions may be distributed across more than one forum.

¹⁰ Here, 'business decisions' refers to and includes day-to-day operational management decisions at the site, and medium- and longer-term planning done with site, business and Group.

¹¹ This encompasses: (a) stakeholder concerns, priorities and expectations; (b) a site's social and human rights impacts on communities; (c) risks to site with a contributing factor relating to social performance (d) a site's social performance objectives; (e) conflict with or between stakeholders; (f) a site's relationship with local communities and reputation with stakeholders; (g) a site's commitments with stakeholders.

¹² 'Applicable elements' means plans and system elements requiring annual review and update.

¹³ This refers to effectiveness and efficiency of the Social Way Management System in delivering against social performance objectives and Social Way Standard requirement outcomes.

5. Sites must develop and implement:
 - a. A **Commitments Procedure** and **Commitments Register**.
 - b. A **Cultural Heritage Chance Finds Procedure**.

Requirement 2: Review and Planning

Outcome

The Social Way Management System operates systematically and proactively, informed by context, and enabling delivery of social performance and business objectives.

Mandatory Activities

Requirement Activities

1. Sites must:
 - a. Complete a **screening process** (see [screening tool](#)) to determine applicable context-based impact and risk management requirements (requirements 5a – 5e).
 - b. Complete a **scoping process** to define an approach to impact and risk management, commensurate with the site's context¹⁴.
 - c. Establish the site's **Area of Influence**.
2. Sites must have an up-to-date internal and external **context review** that:
 - a. Is completed with input from relevant internal and external stakeholders and used as the basis of planning across all requirements.
 - b. Incorporates new information, updated operational conditions and insights from the previous year's activities annually, or more frequently if required.
 - c. Is informed by and informs (where relevant):
 - i. Life of Asset Plan, five-year Business Plan, Sustainability Strategy targets and closure objectives.
 - ii. External social context data¹⁵ relevant to the Area of Influence for requirements 4a-e and screened-in requirements 5a-5e, that is refreshed at least every five years.
 - iii. Consideration of major external trends induced by mining and non-mining activities, which may pose a risk to the site.
 - iv. Stakeholder mapping and understanding of stakeholders' priorities, interests and aspirations.
 - v. Analysis of stakeholder feedback, including learnings from grievances and results of perception surveys.
 - vi. Analysis of historical, current and emerging or potential conflict issues and dynamics relevant to the site.
3. Sites must establish **social performance objectives** on a five-year cycle and review them annually. These objectives must be:
 - a. Aligned with the context review (clause 2).
 - b. Developed in consultation with internal and external stakeholders.
 - c. Aligned with impacts and risks considered over the site's lifecycle.
 - d. Budgeted and included in the site's five-year Business Plan.
 - e. Monitored and evaluated.
4. Sites must develop and implement a forward-looking **Social Management Plan (SMP)** that:
 - a. Describes how social performance objectives will be achieved and how social impacts, risks to business and stakeholder commitments delivery will be managed.

¹⁴ Scoping must be done for requirements 4a – Socio-economic Development; 4c – Community Health and Safety; 4e – Security Management and the Voluntary Principles on Security and Human Rights; and any screened-in context-based impact and risk management requirement (requirements 5a – 5e).

¹⁵ External social context data must include: (i) vulnerability analysis of affected communities; (ii) gender analysis that includes gender-disaggregated data if this is available; and (iii) consideration of changes, current and potential, induced by climate change or climate-related events on internal and external context.

- b. Responds to and informs the Integrated Planning Process (Resource Development Plan, Asset Strategy, Life of Asset Plan and Business Plan), Sustainability Strategy targets, and Closure Planning.
- c. Is reviewed and updated annually based on monitoring and evaluation and learnings from the previous year.
- d. Includes a forward-looking plan covering at least 12-months ahead.

Requirement 3a: Stakeholder Engagement

Outcome

Sites seek to build long-term, trust-based relationships with stakeholders by proactively and meaningfully engaging them, to inform site decision-making on issues that affect them.

Mandatory Activities

Requirement Activities

1. Sites must:
 - a. Develop a forward-looking **Stakeholder Engagement Plan (SEP)**, based on clause 2a – e below, reviewed and updated annually, or more frequently if the context requires.
 - b. Implement, monitor and evaluate the SEP.
2. Sites must implement a **systematic approach to planning and undertaking stakeholder engagement**, which:
 - a. Identifies, analyses and prioritises impacted communities and other interested and affected stakeholders, considering systemic and site-based vulnerability, gender and conflict dynamics.
 - b. Tailors engagement according to stakeholders' priorities, and in a way that:
 - i. Is responsive to their feedback.
 - ii. Includes measures to prevent conflict, or, where conflict or tensions exist, avoids worsening these through approaches that prioritise joint problem-solving.
 - iii. Provides appropriate safeguarding measures.
 - c. Consults stakeholders on adverse impacts and opportunities that affect them through engagement that is inclusive, culturally sensitive, participative, transparent and undertaken in good faith.
 - d. Ensures that all engagement undertaken with community stakeholders in the site's Area of Influence by other functions (at site, business or Group), Projects or Discovery is co-ordinated with the site's Social Performance team to ensure a consistent approach.
 - e. Enables joint processes of decision making, problem solving and accountability, which include participation in accountability mechanisms that fit the local context and align with wider local, regional and national stakeholder engagement processes.
3. Sites must **record, analyse, and track**:
 - a. Stakeholder interactions.
 - b. Outcomes and actions arising from stakeholder engagement.
4. Sites must provide:
 - a. A **Stakeholder Accountability Report**, at least every five years, to communities and stakeholders in a manner and language accessible to them.
 - b. Annual updates to communities and stakeholders on progress towards meeting social performance objectives.

Social Way Linkages

5. Sites' stakeholder analysis and engagement must inform and be informed by:
 - a. Monitoring and evaluation (requirement 1).
 - b. Commitments (requirement 1).
 - c. Context reviews (requirement 2).
 - d. The social performance objectives and annual implementation activities defined in the SMP (requirement 2).
 - e. Learnings from stakeholder feedback and grievances (requirement 3b).

- f. The impacts and risks identified through the SHIRA process (requirement 3c).
- g. All applicable impact and risk controls (requirements 4a-e and screened-in requirements 5a-5e).
- h. Analysis and planning for management of site-induced emergencies with off-site impacts (requirement 4d).

Requirement 3b: Grievance and Remedy

Outcome

A grievance mechanism is operating that enables impacted communities and external stakeholders to provide feedback and raise grievances through a legitimate, accessible, predictable, equitable and transparent process. It provides a source of continuous learning that enables sites to detect and address issues early, which could otherwise result in adverse social impacts or risks to business. Where adverse impacts are confirmed, the grievance mechanism provides remedy for harm caused and works to prevent recurrence.

Mandatory Activities

Requirement Activities

1. Sites must have a **community grievance mechanism**, which:
 - a. Is defined and implemented following a documented site procedure.
 - b. Is designed based on periodic consultation with community stakeholders.
 - c. Is easy for community stakeholders to access, understand and use, according to their circumstances, including consideration of gender and vulnerability.
 - d. Is communicated through awareness raising internally and externally, making clear that use of the grievance mechanism does not preclude accessing judicial or other non-judicial grievance mechanisms.
 - e. Includes a process for complainants to appeal an outcome to an independent third party, mutually agreed by the complainant and the site, to support resolution.
 - f. Includes a process to assign grievances, which are not the responsibility of the social performance team to manage, to accountable and responsible functions¹⁶.
 - g. Is monitored and evaluated.
2. Sites must **manage grievances** by:
 - a. Recording, screening and classifying all grievances¹⁷.
 - b. Capturing all grievances in a data management system that aligns with group reporting expectations.
 - c. Providing a prompt initial acknowledgement to the complainant(s) within the timeframe defined by the site procedure and communicated to stakeholders.
 - d. Investigating all grievances to determine whether an incident¹⁸ generated the grievance or whether the issue or impact reported is perceived¹⁹.
 - e. If an incident generated the grievance, recording, rating and investigating it to understand the causes and consequences.
 - f. If the grievance is perceived, investigating it to understand what caused the perception.
 - g. Engaging with complainant(s) in good faith, to collaboratively seek agreement on resolution of the grievance in line with screening and classification expectations.
 - h. For each grievance, identifying and implementing:
 - i. New controls or control-improvement plans to reduce the likelihood and consequence of a repeat occurrence.
 - ii. Remedial actions to address any impacts on stakeholders.
3. Sites must **report to the site's SPMC**, at an agreed frequency, on:

¹⁶ This may include, for example, People and Organisation for employee grievances, and Supply Chain for contracting or supplier payment issues.

¹⁷ [Link](#) to Guidance on screening and classification of grievances.

¹⁸ An incident in this instance refers to either: (i) an unwanted event with actual social consequence or (ii) a 'near miss' or 'hazard', which refer to a situation where something happened or is happening that could cause harm, but owing to luck or other reasons there have not been (yet) any adverse consequences to stakeholders.

¹⁹ A grievance is perceived when either: (i) something was caused by Anglo American as part of planned activities but post-investigation it is established that there is no actual or potential harm associated with the activity (apart from the psychological effect of stress) or (ii) something happened that was not caused by Anglo American.

- a. Learning and trends from grievance data.
- b. Agreed performance indicators for grievance management.

Social Way linkage

4. Sites must:
 - a. Use the Social Consequence Matrix to assess the actual and potential social consequence where an incident generated the grievance (requirement 3c).
 - b. Following a significant incident with social consequence, apply the results of investigations to review consequence ratings and control strategies for relevant unwanted events in the site's risk register (requirement 3c).
 - c. At least annually, analyse grievance data to identify emerging issues or trends, which must be addressed through the SHIRA process, and through other management plans as applicable (requirement 2, requirement 3a and requirement 3c).

Cross-Functional Integrations

5. Sites must report and investigate incidents with social consequence in alignment with the Learning and Investigations Management Standard²⁰.

Requirement 3c: Social Human Rights Impact and Risk Analysis (SHIRA)

Outcome

The SHIRA process provides an ongoing and accurate understanding of impacts on stakeholders and risks to business, informing operational planning and business decisions. Controls are integrated, monitored and improved through operational processes.

Mandatory Activities

Requirement Activities

1. At least annually and with cross-functional participation, sites must **identify, analyse²¹ and prioritise social and human rights impacts** on stakeholders and **risks to business** where social performance is a contributing factor.
2. Sites must develop **controls** for all impacts and risks that:
 - a. Are based on the mitigation and control hierarchies.
 - b. Are incorporated into relevant operational planning and work management processes, procedures and systems, with accountabilities and responsibilities assigned.
 - c. Have objectively verifiable outcomes and success criteria to measure effectiveness, which are assessed and verified at the appropriate level of work.
3. Sites must **review applicable impacts and risks** following:
 - a. A significant incident with social consequence.
 - b. Significant changes in the internal or external context.
 - c. Completion of control activities.
4. Where monitoring and evaluation indicate that controls are ineffective, sites must develop and incorporate new controls and/or action plans for **control improvement**.
5. As part of the SHIRA process described in clauses 1–4 above, sites must:
 - a. **Engage and consult** with stakeholders.

²⁰ [Link](#) to Learning & Investigations Management Standard.

²¹ 'Analyse' includes understanding causes of impacts and risks, as well as assessing types of consequence and consequence levels, using the social consequence matrix (download matrix [here](#)) and Anglo American Risk Matrix (access matrix [here](#)).

- b. Consider **gender and vulnerability** in analysing impact and risks across management requirements (requirement 4a-e and screened-in requirements 5a-5e).
 - c. Consider how a **changing climate** may exacerbate existing, or create new, impacts and risks, including by changing site-related vulnerability to impacts.
 - d. Consider any safety and security risks to **human rights defenders**, ensuring appropriate measures are in place to respect their rights, aligned with security, legal and government relations teams.
6. The **SPMC**, at an agreed frequency, must review and discuss:
- a. The social and human rights impact and risk profile and effectiveness of controls.
 - b. Feedback on improvements for priority social and human rights impacts and risks.
 - c. Changes in impact and risk ratings and, where necessary, escalation to business or group level for endorsement of controls.

Social Way Linkages

7. The SHIRA process must be informed by and inform:
- a. Business decision making (requirement 1).
 - b. Internal and external context reviews (requirement 2).
 - c. Learnings from stakeholder engagement, including perception surveys (requirement 3a).
 - d. Learnings from and response to grievances. (requirement 3b).

Cross-Functional Integration

8. Sites must ensure that:
- a. For operations, the SHIRA process is applied as part of the site's wider baseline risk assessment process²² and the outputs included in the site's risk register.
 - b. Social impacts and risks to business related to closure and social transitions are identified through a SHIRA process, at a proportionate level of detail for the life of facility, and informing planning for closure and social transition. These must be recorded in the Closure Risk Register.
 - c. Design of capital and Stay in Business (SIB) Projects consider potential impacts on stakeholders and risks to business through a SHIRA process. Project design is optimised to avoid or reduce potential impacts. Project-related social impacts and risks to business are included in the Project Risk Register.
 - d. If a Project or Discovery activity has potential to impact stakeholders within a site's Area of Influence, the site must engage with the Project or Discovery team to discuss and agree the approach (including accountabilities and responsibilities between Operational and other teams) to manage potential new or overlapping risks and impacts.
 - e. Risk assessments²³ led by different Functions, but that overlap with social performance issues, must include social performance expertise. Outputs from these assessments and the SHIRA process should be recorded in relevant risk registers in an aligned and integrated way.
 - f. Applicable impacts and risks identified under the physical climate scenarios in the Physical Climate Change Risk and Resilience risk screening process are integrated into the SHIRA process.

²² [Link](#) to IRM Framework.

²³ This includes issue-based risk assessments or risk assessments for specific Functions, departments, projects or business areas.

IMPACT AND RISK MANAGEMENT REQUIREMENTS

All sites must implement the following requirements, commensurate with the site's context, impacts on stakeholders and associated risks to business.

Requirement 4a: Socio-economic Development

Outcome

Sites design and implement results-driven socio-economic development (SED) programmes²⁴ in collaboration with stakeholders that contribute to relevant Sustainability Strategy targets, meet community development priorities, and mitigate impacts and risks.

Mandatory Activities

Requirement Activities

1. Sites must have a five-year SED Plan delivered through a 12-month implementation plan, updated annually, and **undertake SED** work that:
 - a. Is based **on the site's context review**.
 - b. Is planned, prioritised and implemented in **collaboration with impacted communities and affected stakeholders**.
 - c. Contributes to achieving the relevant **sustainability strategy** targets.
 - d. **Reduces** the consequence and/or likelihood of **impacts on communities and risks to business**.
 - e. Is **prioritised** based on:
 - i. Communities' aspirations for their development.
 - ii. Using the site's economic activities as a catalyst.
 - iii. Applying the SED priority setting matrix.
 - f. Is based on a **theory of change** and designed with objectively measurable outcomes, which are defined in statements of work and terms of reference.
 - g. Is delivered in **partnership** with external organisations, which have been identified and assessed to have the necessary skills and expertise and have passed due diligence as required by the social investment and donations standard²⁵.
 - h. Includes an **exit strategy** for all SED programmes.
 - i. Is aligned with and contributes to the site's **closure vision and objectives**.
 - j. Is monitored and evaluated.

Cross-Functional Integrations

2. Supply chain processes must be followed when engaging suppliers for projects undertaken as part of SED implementation. Suppliers comply with relevant Anglo American Group Responsible Sourcing Standard for Suppliers and Technical Standards.

Requirement 4b: Contractor Social Management²⁶

Supply Chain processes are implemented through procedures, guidelines and tools to support consistency and quality of contractor and supplier management²⁷. Requirement 4b integrates into this wider supply chain process and implementation should avoid parallel processes.

²⁴ Any social investments and donations that form part of the site's SED programmes must align with the Group Social Investment and Donations Standard ([Link](#) to the Group Social Investment and Donations Standard).

²⁵ [Link](#) to Social Investment and Donations Due Diligence Guidance.

²⁶ This Requirement is relevant to supplier activities for physical work, including in-person delivery of consulting, survey or training activities, executed by or at sites.

²⁷ [Link](#) to Contractor Performance Management SharePoint for policy, procedure and tools.

Outcome

Sites anticipate, avoid, mitigate and manage adverse social impacts and risks to business associated with suppliers and contractors, while leveraging opportunities from suppliers, aligned with the site's social performance objectives.

Mandatory Activities

Requirement Activities

1. Sites must designate an internal **social performance subject-matter expert (SME)**²⁸ to support company representatives²⁹ and Supply Chain, as required by supply chain processes.
2. Sites must apply social performance provisions to new contracts, and existing contracts at earliest contractual opportunity, considering risk-based interim controls, including:
 - a. **Group Universal Social Performance requirements**³⁰.
 - b. Any **site-specific minimum social performance contract provisions**³¹, as determined to be necessary by the site.
3. Sites must ensure social and human rights impacts associated with contractors and suppliers are assessed and considered during the supply chain process³²:
 - a. During the **define and plan** phase for a new contract, use SHIRA and site-specific data to inform the risk screening and classification of the scope of work to determine social materiality.
 - b. During **source and contract** activities, support the tender evaluation, so that all socially material scopes of work include suppliers' social performance contract provisions to manage social impacts and risks and deliver benefits, including key performance indicators to monitor during the contract execution.
 - c. During **pre-commencement** provide support to ensure social performance activities are understood and planned in final contract definitions and work plans before authorisation to mobilise. The Contractor Social Management Plan (CSMP)³³ will define the work and resources needed to deliver the social performance provisions of the contract.
 - d. During **execution** of the contracts, provide technical oversight of social performance related activities and monitor the effectiveness of the CSMP.
 - e. During **close-out** activities, verify all social performance commitments have been completed and provide feedback on social performance issues.

Social Way Linkages

4. Site-specific minimum social performance contract provisions and criteria for social materiality are determined with reference to impacts and risks identified through the SHIRA process (requirement 3c).

Cross-Functional Integrations

5. Sites must:
 - a. Integrate contractor social management with the process and tools provided in the Contractor Performance Management Procedure.
 - b. Ensure that inclusive procurement processes align with contractor social management processes.

²⁸ The social performance subject-matter expert (SME) is the individual from site or business assigned with responsibility for representing social performance in the Contractor Performance Management process.

²⁹ The company representative is accountable for the work of the Supplier and performance management of the contract.

³⁰ [Link](#) to CPM tools, templates and checklists, for Contractor Performance Management Minimum Requirements Tool.

³¹ Site-specific minimum social performance contract provisions are provisions that the site has determined must be included in all supplier contracts at the site to manage site-specific impacts and risks associated with any supplier activities.

³² [Link](#) to the Contractor Performance Management process.

³³ The CSMP may be a standalone plan or integrated into other contract management plans.

Requirement 4c: Community Health and Safety Management

Outcome

Across the asset lifecycle, sites anticipate, avoid, mitigate and manage community health and safety (CHS) impacts on stakeholders and associated risks to business.

Mandatory Activities

Requirement Activities

1. Sites must:
 - a. Apply the **SHIRA process to identify, assess and prioritise** CHS impacts on stakeholders and related risks to business, based on the site's internal and external context review including consideration of climate change resilience, gender and vulnerability.
 - b. **Document** significant CHS impacts and risks in the **site risk register** in line with requirement 3c.
 - c. Identify and prioritise, in collaboration with accountable internal teams (including operations and business or Group functions) and external stakeholders, **controls** to avoid, reduce or remediate impacts and risks.
 - d. Ensure CHS controls have objectively verifiable **outcomes and success criteria**.
 - e. Assign **accountability and responsibility** for implementation and monitoring of controls to the relevant internal roles, at the appropriate level of work.
 - f. Implement, monitor and evaluate controls through a stand-alone **CHS Plan** or integrated into **other plans or procedures**.
 - g. For any CHS controls and/or management actions that are delivered in **partnership with external organisations**, ensure those organisations have been identified and assessed to have the **necessary skills and experience**.

Cross-Functional Integrations

2. Sites must ensure CHS-related impacts and controls respond to and inform relevant Sustainability Strategy health targets and delivery pathways.
3. Sites must ensure actual and potential health and safety impacts on human receptors, from environmental impacts, are identified, assessed and managed as part of Environmental Impact Assessments, incident response and other relevant risk assessments undertaken by other Functions.
4. Sites must identify and maximise opportunities for synergies between workplace and community health activities.

Requirement 4d: Emergency Management Planning for Site-Induced Emergencies with Off-Site Impacts

The Emergency Management Technical Standard and relevant guidelines³⁴ are implemented to support consistency and quality of emergency management across the Group. Requirement 4d integrates into this wider emergency management process and its implementation should avoid parallel processes.

Outcome

Across the asset lifecycle, sites anticipate, avoid, mitigate and manage social and human rights impacts on stakeholders relative to the significance of potential site-induced emergency scenarios with off-site impacts. This includes emergency preparedness, response and recovery planning.

Mandatory Activities

³⁴ [Link](#) to Emergency Management site for standard, guidelines and other support materials

Requirement Activities

1. Sites must ensure social and human rights impacts on external stakeholders are assessed and considered during the **Planning and Design** of the site's Emergency Management process:
 - a. Apply the **SHIRA** process to assess the social consequences, considering vulnerability and gender, and risks to business associated with site-induced emergency scenarios;
 - b. Consider how **climate change** or climate-related events could affect:
 - i. The likelihood of site-induced emergencies with off-site impacts.
 - ii. Communities' response and recovery capacities.
 - c. **Engage** with relevant public sector agencies, including local authorities, and external emergency responders to:
 - i. Assess foreseeable emergencies with off-site impacts stemming from operational activities.
 - ii. Identify gaps in emergency management capabilities and identify measures to close these gaps.
 - d. Develop measures in the **Emergency Management Plan** that explicitly address off-site social and human rights impacts, including measures that:
 - i. Protect external stakeholders from harm.
 - ii. Reduce the severity of off-site impacts should an emergency scenario occur.
2. Sites must actively participate in the **Implementation and Management** of the Emergency Management process:
 - a. Ensure that **emergency drills and simulations** undertaken in accordance with the Emergency Management Plan:
 - i. Undertake proactive engagement and planning with relevant local authorities and potentially affected stakeholders prior to the drill or simulation.
 - ii. Include those authorities and stakeholders in the drill or simulation scenario.
 - iii. Involve directly affected stakeholders in drills or simulations, at least every three years, for tailings facilities where there is potential for loss of life on downstream communities under sunny-day current / near-term credible failure scenarios.
 - b. Develop measures, in collaboration with affected stakeholders, to aid off-site **post-emergency recovery**.
 - c. **Continuously improve** the social and human rights impact management for site-induced emergency scenarios with off-site impacts by assessing the effectiveness of the measures and identifying learnings and improvements opportunities for the Emergency Management process.

Cross-Functional integrations

3. The implementation of controls for site-induced emergencies with off-site impacts must be planned in accordance with the Emergency Management Standard and be captured in the site's Emergency Management Plan or integrated into other plans.

Requirement 4e: Security Management and the Voluntary Principles on Security and Human Rights (VPSHR)

Outcome

Across the asset lifecycle, sites anticipate, avoid, mitigate and manage potential human rights impacts associated with public or private security provision through proactive engagement with stakeholders and implementation of controls within site security processes.

Mandatory Activities

Requirement Activities

1. Sites must implement a **process for management of security and human rights** that:
 - a. Is based on an assessment and routine monitoring of the site's **security and human rights context**.
 - b. Is updated if there is a material change in the security and human rights context.
 - c. Applies the **SHIRA process** to assess security and human rights impacts on stakeholders and associated risks to business across the site's lifecycle and to identify controls to avoid or minimise the impacts and risks.

- d. Considers climate change resilience, gender and vulnerability when assessing impacts and risks and developing controls.
 - e. Ensures **communities and other relevant stakeholders** are **proactively engaged** and informed of the site's human rights-related security management processes, in alignment with site security management.
 - f. Implements, monitors and evaluates controls through a stand-alone **Security and Human Rights Plan** or integrated into **other plans or procedures**.
 - g. Includes, where relevant, procedures for transferring **site equipment**, if requested by public security or local community security providers.
2. All **private-sector security providers** that are, or may be, engaged by the site must:
- a. Be subject to human rights and VPSHR due diligence, which assesses their history, capability and management procedures.
 - b. Have contracts that include provisions for adherence to the VPSHR.
 - c. Ensure personnel are trained on human rights, in relation to the stakeholder engagement and security activities they are accountable for, commensurate with the impact and risk context.
3. All **public-sector security providers** who may be called on to assist, or are required to be present at the site, must be:
- a. Engaged by the site to build mutual understanding regarding human rights and VPSHR-related procedures.
 - b. Provided with information from the site about security-related human rights impacts and risks, seeking opportunities for collaboration to manage these.
 - c. Requested to agree a memorandum of understanding (MoU) with the site, referencing VPSHR and its provisions. Where a written MoU is not possible, the site must work to achieve a mutual understanding of security arrangements and procedures in the event that the public-sector security providers respond to site-related security incidents or near-site security events.

Cross-Functional Integrations

4. In accordance with the Security Management Standard, sites must integrate human rights into security planning, and risk assessments led by the Security team and ensure relevant controls are integrated into site security procedures.

CONTEXT-BASED IMPACT AND RISK MANAGEMENT REQUIREMENTS

If identified as applicable via the screening process, sites must implement the following requirements, commensurate with their context, impacts on stakeholders and associated risks to business.

Requirement 5a: Land Access, Displacement and Resettlement (LADAR)

Outcome

Displacement is avoided as part of land access and mine planning processes. Where avoidance is not possible, consistent with International Finance Corporation (IFC) Performance Standard 5, displacement and resettlement are planned and undertaken through negotiated agreements, as a development opportunity and in collaboration with those affected. Land access, displacement and resettlement schedules are aligned with operational and project schedules³⁵.

Mandatory Activities

Requirement Activities

1. Sites must:

³⁵ This means that operational and project schedules set appropriate timelines that consider completion of land access and resettlement ahead of their needs.

- a. **Justify** proposed **land access and displacement**, including demonstrating how potential displacement has been avoided or minimised.
- b. Have an overarching **Displacement Framework** to promote consistent and equitable resettlement implementation, including approaches to address specific needs related to gender and vulnerability.
- c. Apply the **SHIRA process** to evaluate impacts on stakeholders and risks to business for all resettlement projects, including consideration of climate change resilience.
- d. Develop and implement a **Displacement Management Plan** for each resettlement project applying the site Displacement Framework. The Plan must:
 - i. Include baseline data for affected communities to enable monitoring and close-out evaluation.
 - ii. Have a detailed implementation schedule, budget and accountabilities.
 - iii. Be implemented following a project management framework.
- e. **Engage** with affected communities on all aspects of resettlement planning, implementation, review and audit. Close-out criteria must be co-created with affected communities during planning.
- f. Provide **capacity building**, where necessary, for both the resettlement project team and affected communities, to enhance the effectiveness of resettlement planning and implementation.
- g. **Obtain agreement(s)** with affected communities, demonstrating their consent to anticipated displacement impacts on their land and other rights, and setting out the terms by which impacts may occur and be managed.
- h. **Monitor and evaluate** Displacement Management Plan implementation through:
 - i. Participatory approaches against process and outcome key performance indicators.
 - ii. Independent compliance reviews conducted at least annually, starting within six months of displacement management plan implementation.
 - iii. Designing and implementing corrective actions with affected communities.
- i. Carry out an independent **close-out audit** once the monitoring period agreed with affected communities in the Displacement Management Plan has ended. The audit must assess performance against the close-out criteria co-created with affected communities. If the audit identified any gaps or unmet outcomes, the site must work with affected communities to design and implement corrective actions until close-out is achieved and verified through a follow-up external audit.
- j. If agreement-based consent is not secured, or if expropriation is likely, this matter must be **escalated** to the relevant members of the Executive Leadership Team for determination on how to proceed.
- k. Obtain internal stage-gate approval from the SPMC and the Business Executive Committee before implementing land access, displacement and resettlement plans, and stage-gated approval from the Group Investment Committee (InvestCo) where the project value is USD 75 million or greater.

Social Way Linkages

2. Sites must:
 - a. Establish a Steering Committee for each resettlement project that aligns with the SPMC's governance responsibilities and operates under Terms of Reference defining its composition and accountabilities (requirement 1).
 - b. Ensure land access, displacement and resettlement planning align with the site's social performance objectives and external context (requirement 2).
 - c. Include regular public reporting on resettlement progress and outcomes as part of stakeholder engagement planning and implementation (requirement 3a).
 - d. Ensure impacts and development opportunities arising from displacement are considered and addressed in SED planning and implementation (requirement 4a).
 - e. Ensure displacement activities align with the site's approach to cultural heritage management and Indigenous Peoples strategy, where applicable (requirement 5c and 5d).

Cross-Functional Integrations

3. Sites must ensure:
 - a. The site's approach to displacement and resettlement is aligned with the Integrated Planning Process (Resource Development Plan, Asset Strategy, Life of Asset Plan and Business Plan) and closure planning.
 - b. Contracts for construction projects undertaken as part of LADAR implementation must follow Supply Chain processes and include relevant conditions to ensure alignment with relevant Anglo American Group Technical Standards.

4. Project management frameworks for each resettlement project must align with the Anglo American Group Project & Development Project Standard.

Requirement 5b: Site-Induced Migration

Outcome

Across the asset lifecycle, through relevant partnerships and collaboration, sites anticipate, avoid, mitigate and manage impacts on stakeholders and risks to business associated with site-induced migration (SIM).

Mandatory Activities

Requirement Activities

1. Sites must:
 - a. **Review the context** for site-induced migration to understand:
 - i. External capacity to adapt to population change within the Area of Influence.
 - ii. Internal and external migration push and pull factors.
 - iii. Migration hot spots.
 - iv. Population growth, decline, and migration trends.
 - b. **Predict site-induced population changes** across different phases of the asset lifecycle to assess SIM-related impacts and risks.
 - c. Apply the **SHIRA process** to assess SIM impacts on stakeholders and risks to business and to identify and design controls.
 - d. Consider climate change resilience, gender and vulnerability when understanding context, assessing impacts and risks and designing controls.
 - e. Identify stakeholders relevant to SIM management, assess their willingness and capability to **collaborate** with the site, and establish collaboration mechanisms.
 - f. Implement, monitor and evaluate controls through a stand-alone SIM Plan or integrated into **other plans or procedures**.

Cross-Functional integrations

2. Sites must ensure:
 - a. Workforce planning related to operations, projects and closure informs and is informed by SIM assessment and management planning.
 - b. Relevant SIM controls are integrated with local recruitment and procurement procedures.

Requirement 5c: Cultural Heritage

Outcome

Cultural heritage³⁶ is identified and safeguarded through expert assessments and stakeholder engagement, including with those for whom it has meaning. Across the asset lifecycle, sites anticipate, avoid, mitigate and manage cultural heritage impacts and risks to business.

³⁶ Cultural heritage is considered a unique and non-renewable resource that possesses cultural, scientific, spiritual, traditional or religious value, and is frequently legally protected. More specifically, cultural heritage includes: (i) Tangible heritage, both movable and immovable objects (e.g. properties, graves, sites, structures, or groups of structures) that have archaeological, paleontological, historical, cultural, artistic or religious value; (ii) Natural features or objects that embody cultural values, such as sacred rocks, caves, streams or waterfalls; (iii) Intangible forms of culture, that embody cultural values or are part of a living cultural tradition such as local knowledge, innovations or community practices (also known as living heritage).

Mandatory Activities

Requirement Activities

1. Sites must not explore or mine in World Heritage sites. Sites must not proceed with new projects or activities that may impact **Critical Cultural Heritage**³⁷ without agreement of affected stakeholders and applicable regulatory approvals. If these consents are not in place, the matter must be escalated to the relevant members of the Executive Leadership Team to decide how to proceed.
2. Sites must:
 - a. Understand the **regulatory framework** for cultural heritage, including any agreements, commitments or permitting conditions relating to cultural heritage.
 - b. Develop and maintain an up-to-date **cultural heritage inventory** that includes a spatially referenced list of all known cultural heritage within the site's lease and operational areas, including tangible and intangible heritage identified through assessments and surveys.
 - c. **Classify** identified cultural heritage resources, subject to engagement with relevant stakeholders, into critical, replicable, non-replicable, moveable and immovable cultural heritage³⁸.
 - d. Apply the **SHIRA process** to assess cultural heritage-related impacts and risks to business and to identify and design controls.
 - e. **Consider climate change resilience, gender and vulnerability** when assessing impacts and risks and designing controls.
 - f. **Engage** with relevant stakeholders, including those who value identified cultural heritage and relevant authorities, to:
 - i. Understand impacts on cultural heritage.
 - ii. Reach agreement on how any significant impacts on cultural heritage will be managed.
 - iii. Design and implement controls.
 - g. Ensure cultural heritage data informs the planning and design of **ground-disturbing works** to avoid potential impacts.
 - h. Amplify **positive benefits** for stakeholders from cultural heritage protection.
 - i. Ensure any benefits arising from the use of cultural heritage are **equitably distributed** among the communities directly associated with that heritage.
 - j. Implement, monitor and evaluate controls through a stand-alone **Cultural Heritage Management Plan** or integrated into **other plans or procedures**.

Social Way Linkages

3. Sites must ensure, where applicable, that cultural heritage considerations are integrated into:
 - a. The Displacement Management Plan (requirement 5a) to address potential cultural displacement and manage cultural heritage impacts (requirement 5a).
 - b. The Indigenous Peoples Strategy (requirement 5d).

Requirement 5d: Indigenous Peoples

Outcome

Sites seek to establish and maintain relationships with Indigenous Peoples³⁹ based on trust and partnership. Due diligence is undertaken to anticipate, avoid and manage impacts on Indigenous Peoples and risks to business. Sites seek to obtain and maintain fair and just agreements with affected Indigenous Peoples for impact management and benefit sharing.

³⁷ Critical Cultural Heritage is internationally recognised heritage of communities who use, or have used within living memory, the cultural heritage for longstanding cultural purposes. It includes legally protected cultural heritage areas, including those proposed by host governments for such designation (IFC Performance Standard 7, paragraph 13).

³⁸ [Link](#) to Anglo American Social Way Toolkit 5c (previously 4h) for guidance.

³⁹ References to Indigenous Peoples in this Standard include, where applicable, traditional communities, tribes, and other culturally distinct groups that are recognised, including through self-identification, as holding specific rights and protections, as Indigenous Peoples also hold.

Mandatory Activities

Requirement Activities

1. Sites must:
 - a. Undertake a **context review**, in respect of and with the participation of Indigenous Peoples, to provide an understanding of:
 - i. The institutional context for Indigenous Peoples and relevant regulatory frameworks.
 - ii. Historical context, rights and aspirations.
 - iii. Connection to land, territories and natural resources.
 - iv. Knowledge, culture and traditional practices.
 - v. Cultural characteristics, governance structures and decision-making processes.
 - b. Informed by the context reviews and social performance and business objectives, develop and implement an **Indigenous Peoples Strategy** to:
 - i. Establish and maintain appropriate engagement processes with Indigenous Peoples and other relevant stakeholders, which are co-defined with Indigenous Peoples.
 - ii. Define and undertake due diligence, in collaboration with Indigenous Peoples, to understand actual and potential impacts on their rights from site activities, considering climate change resilience, gender and vulnerability in the process.
 - iii. Develop capacity-building programmes to enable Indigenous Peoples' equitable participation in due diligence, and if required (see clauses 3 and 4), negotiation of agreements.
 - iv. Define the site's commitment to and support of reconciliation⁴⁰ appropriate to the jurisdiction;
 - v. Define how other applicable Social Way Requirements and Social Performance objectives integrate with the Indigenous Peoples Strategy.
 - vi. Include strategy implementation in the site's social performance monitoring and evaluation framework.
2. Guided by the principles of **free, prior and informed consent** sites must **obtain agreement** with Indigenous Peoples when due diligence determines significant actual or potential impacts on their rights.⁴¹
3. The **agreement with Indigenous Peoples** must:
 - a. Demonstrate consent for activities that may impact Indigenous Peoples' rights and how those impacts will be managed.
 - b. Identify and agree benefits aligned with Indigenous Peoples' aspirations for their development.
 - c. Define how agreements will be maintained.
 - d. Define how implementation of the agreement will be monitored.
 - e. Define what to do if Indigenous Peoples or the site fails to meet commitments and obligations in the Agreement.
4. Agreement processes must not proceed without consultation with Group Legal and Corporate Affairs and Group Sustainability and Social Impact and **approval from the Business Executive Committee** and/ or relevant members of the **Executive Leadership Team**⁴². These approvals ensure internal support for the agreement is maintained throughout planning, negotiations and execution.
5. If the site is unable to obtain agreement with Indigenous Peoples, the project or activity must not proceed. The matter must be **escalated** to the relevant members of the Executive Leadership Team, supported by an independent expert report demonstrating that due diligence and engagement processes aligned with this Standard have been followed.

⁴⁰ Reconciliation is a process of acknowledging histories and actions of the past inflicted on Indigenous Peoples (which may include actions by mining companies) and actively taking part in societal initiatives to repair trust that can contribute to healing and the wellbeing of society. In some jurisdictions, there are Indigenous and State-led reconciliation processes to address these histories (ICMM Position Statement: Indigenous Peoples).

⁴¹ An agreement is required if (a) new impacts on Indigenous Peoples' rights are identified, via due diligence, or (b) prior to capital projects or new operations and infrastructure which have the potential to impact Indigenous Peoples' rights.

⁴² Sites should follow the relevant Group and Business financial and non-financial Delegations of Authority to determine the relevant decision-making authority as this will vary dependent on the overall financial commitment and risks associated with the agreement. [Link](#) to Delegations of Authority.

Requirement 5e: Artisanal and Small-Scale Mining

Outcome

Across the asset lifecycle, sites anticipate, avoid, mitigate and manage impacts on stakeholders and risks to business associated with artisanal and small-scale mining (ASM).

Mandatory Activities

Requirement Activities

1. Sites must:
 - a. Review the **context** for ASM to understand:
 - i. Relevant national laws and regulations.
 - ii. Current and potential future ASM activities, their organisation and those involved.
 - iii. The importance of ASM to communities in the area of influence from an economic and livelihood perspective.
 - iv. The safety and security context relating to ASM.
 - b. Identify stakeholders relevant to management of ASM and assess their willingness and capability to **collaborate** with the site.
 - c. Apply the **SHIRA process** to assess ASM-related impacts on stakeholders and risks to business and, in collaboration with affected stakeholders, identify and design controls to avoid, reduce or remediate those impacts and risks.
 - d. **Consider climate change resilience, gender and vulnerability** when assessing impacts and risks and designing controls.
 - e. Implement, monitor and evaluate controls and management actions through a stand-alone **ASM Management Plan** or integrated into **other plans or procedures**.

Cross-Functional Integrations

2. The site's ASM management approach must be reflected in site security management and Government Relations planning.

Appendix 1: Acronyms

ASM	Artisanal and Small-Scale Mining
CHS	Community Health and Safety
CSMP	Contractor Social Management Plan
EMP	Emergency Management Plan
IFC	International Finance Corporation
LADAR	Land Access, Displacement and Resettlement
LoAP	Life of Asset Plan
MoU	Memorandum of Understanding
RDP	Resource Development Plan
SED	Socio-economic Development
SEP	Stakeholder Engagement Plan
SHE	Safety, Health and Environment
SHIRA	Social and Human Rights Impact and Risk Analysis
SMP	Social Management Plan
SIB	Stay in Business
SIM	Site Induced Migration
SME	Subject Matter Expert
SPMC	Social Performance Management Committee
VPSHR	Voluntary Principles for Security and Human Rights

Appendix 2: Integration with other documents

Document #	Document name	Integration with Social Way Standard
Linked Policies		
Not applicable	Climate Change Policy	Community climate change resilience
Not applicable	Contractor Performance Management Policy	Requirement 4B: Contractor Social Management
Not applicable	Data Privacy Policy	All
Not applicable	Human Rights Policy	All
Not applicable	Group Enterprise Risk Management Policy	Requirement 3C: Social and Human Rights Impact and Risk Analysis
Not applicable	Processed Mineral Residue Facilities and Water Management Structures Policy	Requirement 4D: Emergency Management Planning for Site-Induced Emergencies with Off-Site Impacts
Not applicable	Safety, Health and Environment Policy	Requirement 3C: Social and Human Rights Impact and Risk Analysis Requirement 4B: Contractor Social Management Requirement 4C: Community Health and Safety Requirement 4D: Emergency Management Planning for Site-Induced Emergencies with Off-Site Impacts
Not Applicable	Security Policy	Requirement 4E: Security Management and the Voluntary Principles on Security and Human Rights Requirement 5E: Artisanal and Small-Scale Mining
Not applicable	Social Way Policy	All
Not applicable	Water Policy	Requirement 3C: Social and Human Rights Impact and Risk Analysis Requirement 4C: Community Health and Safety
Linked Standards		
AA TS 013	Biodiversity Standard	Requirement 2: Review & Planning Requirement 3A: Stakeholder Engagement Requirement 3C: Social and Human Rights Impact and Risk Analysis Requirement 4C: Community Health and Safety Requirement 5A: Land Access, Displacement and Resettlement Requirement 5D: Indigenous Peoples
AA TS 033	Water Management Standard	Requirement 2: Review & Planning Requirement 3A: Stakeholder Engagement Requirement 3C: Social and Human Rights Impact and Risk Analysis

Document #	Document name	Integration with Social Way Standard
		Requirement 4C: Community Health and Safety Requirement 4A: Socio-economic Development Requirement 5A: Land Access, Displacement and Resettlement
AA TS 037	Emergency Management Standard	Requirement 4D: Emergency Management Planning for Site-Induced Emergencies with Off-Site Impacts
AA TS 019	SHE Way Standard	Requirement 3C: Social and Human Rights Impact and Risk Analysis Requirement 4B: Contractor Social Management Requirement 4C: Community Health and Safety Requirement 4D: Emergency Management Planning for Site-Induced Emergencies with Off-Site Impacts
AA TS 014	Non-GHG Emissions Standard	Requirement 3C: Social and Human Rights Impact and Risk Analysis Requirement 4C: Community Health and Safety
AA TS 035	Mine Closure Standard	Requirement 2: Review & Planning Requirement 3C: Social and Human Rights Impact and Risk Analysis Requirement 4A: Socio-economic Development
AA TS 020	Learning and Investigations Management Standard	Requirement 3B: Grievance and Remedy
Not applicable	Physical Climate Change Risk and Resilience Standard	Requirement 2: Review & Planning Requirement 3C: Social and Human Rights Impact and Risk Analysis
Not applicable	Social Investment and Donations	Requirement 4A: Socio-economic Development