

# SEAT TOOLBOX

Socio-Economic Assessment Toolbox  
Version 3

An Overview



# DELIVERING ON OUR PROMISES

Mark Cutifani, Chief Executive,  
Anglo American plc



**At Anglo American we recognize the significant potential that our business has to be a catalyst for development. With a significant presence in the developing world, we are in a unique position to improve the prospects, directly and indirectly, of the many millions who live in the communities and regions in which our operations are based by providing jobs, supporting local procurement, building capacity and partnering in infrastructure development. My firm belief is that if the communities in which we operate do well, our business also does well. A safe, prosperous and healthy local community means a skilled and healthy workforce for our operations. At the same time, efficient and profitable mines mean better jobs, better pay and greater spend in local businesses and services. It is a virtuous circle that supports host countries to escape the evil triumvirate of poverty, inequality and unemployment.**

More than ten years ago, we began our journey towards becoming a leader in responsible mining. The development and implementation of the Anglo American Socio-Economic Assessment Toolbox (SEAT) has been a cornerstone in this journey and we continue to build on its strengths. Through SEAT we are able to understand and respond to the needs and realities of the communities in which we operate. We were the first mining company to adopt this kind of approach.

At Anglo American, our commitment to partnership and open, honest engagement with our stakeholders is at the core of our values. It is central to how we think and it is at the heart of how we conduct our business. SEAT is integral to how we manage our business performance and provides guidance on how to implement the mandatory requirements set out in the Anglo American Social Way (AASW). The AASW defines our governing framework for social performance for all Anglo American managed sites at all phases of development to ensure that policies and systems are in place to engage with affected communities, to avoid and / or minimise adverse social impacts, and to maximise development opportunities.

**SEAT is the foundation of our commitment to improving our operations' understanding of their socio-economic impacts, both positive and negative.**

We know that responsible mining offers compelling opportunities for economic and social progress and we have a great story to tell about the benefits we bring to society. However, in order to develop sustainably, communities need the capacity to do so. We are therefore committed to building human capital, through education, training, mentoring and enterprise development. SEAT is the foundation of our commitment to improving our operations' understanding of their socio-economic impacts, both positive and negative. It provides international best-practice guidance on the management of socioeconomic aspects of our business. It sets out a framework to build a constructive, open-minded and candid dialogue with our stakeholders. It helps us create greater internal capacity to manage social issues, by providing guidance and tools to practitioners at our operations and projects. It embeds a transparent and accountable approach to social performance management at the heart of our business. And it drives creativity in addressing the challenges that emerge with clear and, where required, quantifiable targets for improving performance.

Since its launch in 2003, all managed operations are required to conduct a SEAT process every three years and on the basis of the findings develop socio-economic development strategies to improve social performance at the operation. There are numerous examples of how SEAT is making a positive difference to our business and the communities in which we operate. We were particularly proud when the International Association for Impact Assessment (IAIA) selected SEAT for its 2012 Corporate Initiative Award, describing it as a "unique attempt by a major company to incorporate impact assessment into the on-going management of major operations."

SEAT is now in its third version and it remains a living document that we will continue to review and update as best practice in this field evolves and as we ourselves continue to learn from our experiences engaging with local communities on the ground. I would like to thank our external partners – particularly, CARE International, Fauna & Flora International and International Alert – as well as the experts across our Business Units and Group Functions, for working with us to ensure SEAT remains "best in class" and business-relevant.

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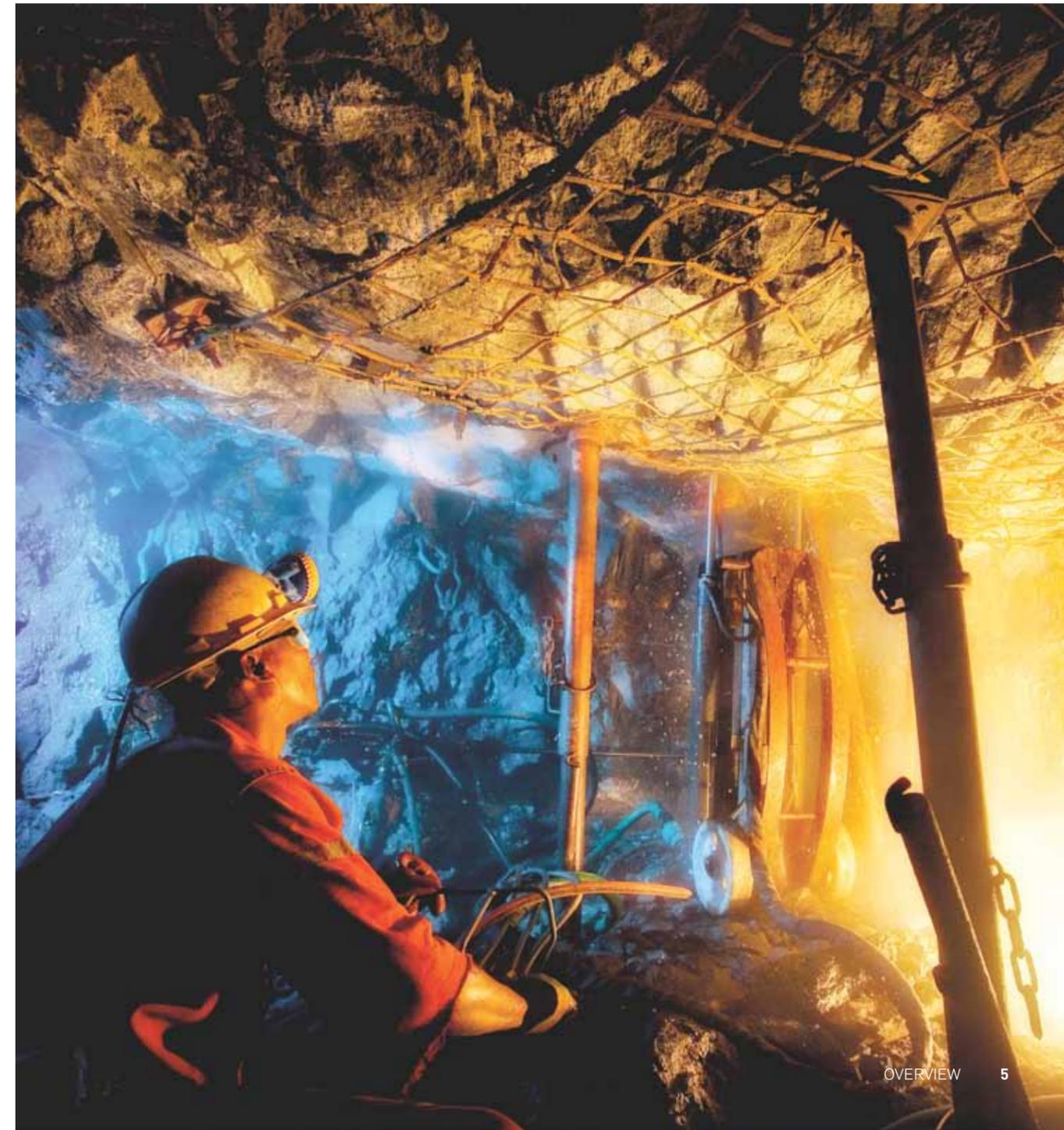
As part of our commitment to improving standards across our industry, we have made SEAT 3 publicly available. Our hope in publishing SEAT is that it will encourage other private and public sector organisations to manage and monitor their socio-economic performance in a responsible way. We are witnessing this happening and we are thrilled to see other companies looking to SEAT as a model on which to base their own standards and processes.

A handwritten signature in black ink, appearing to read 'M. Cutifani'. The signature is stylized and written over a horizontal line.

Mark Cutifani,  
Chief Executive

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# WHY SEAT MATTERS

## 1. WHY SEAT?

Anglo American is committed to making a lasting positive contribution to the communities associated with its operations, and to being a partner of choice for host governments and communities, as well as an employer of choice. The effective management of social issues is a necessary element of good overall operational management, and a source of competitive advantage.

The Socio-Economic Assessment Toolbox (SEAT) is an award-winning approach to managing impacts on both host communities – where operations are located – and associated communities – those from where labour is drawn or which are otherwise impacted by our operations.

SEAT provides managers with international best-practice guidance and tools to develop strategies for enhancing the positive impact of their operations, while also mitigating any negative impacts. SEAT is firmly rooted in the practicalities and commercial considerations of the business.

Since its launch in 2003, SEAT has been used at over 50 operations in 16 countries, and has become an important tool in how Business Units manage their business performance. SEAT has been used, for example, to inform local procurement decisions; as part of the risk management process; and to provide guidance to capital projects implementing their stage gate requirements.

Feedback from managers demonstrates the considerable business value of SEAT:

- SEAT provides a framework to build constructive and transparent dialogue with stakeholders.
- SEAT helps managers identify business strategies with positive socio-economic impact.
- SEAT helps local operations secure their licence to operate and the trust of stakeholders.

Completing a SEAT assessment every three years is a key requirement of the *Social Way* – the governing framework for the management of social impacts associated with our operations.

“SEAT ... is a unique attempt by a major company to incorporate impact assessment into the ongoing management of major operations.”

Reference: Letter dated 22 December 2011 from Anne Norton Miller, IAIA Awards Committee 2012

### Core Objectives of SEAT

1. Provide guidance and support for achieving full compliance with the *Social Way* – Anglo American's framework of requirements for social performance management during project development and closure.
2. Identify key social and economic impacts and issues that need to be managed and, thereby, improve risk management.
3. Assess existing social performance initiatives and identify where improvements are required.
4. Facilitate the capture and sharing of best practice across Anglo American.
5. Improve each operation's understanding of the full range of local stakeholders, their views and interests; provide guidance in developing and updating annual Stakeholder Engagement Plans (SEPs), and increase trust and goodwill among host communities.
6. Support sustainable socio-economic development in host communities.

SEAT is an assessment methodology that is applicable to all stages of mine development. While SEAT is principally aimed at existing operations, its tools can be successfully applied to all stages of an operation's lifecycle, from exploration to closure.

All Anglo American operations are required to carry out a SEAT assessment every three years\*. This ensures changes at the operation and in the wider socio-economic or political environment are reflected, and allows time for measures set out in the previous SEAT report to be implemented and evaluated. It also gives stakeholders the opportunity to share their views in a structured way, and to maintain an element of local accountability.

\* Small non-mining operations may be exempted by agreement with the Head of Social Performance, Group Government and Social Affairs. It is also important to note that whilst SEAT assessments are carried out every three years, operations are also required to update their Stakeholder Engagement Plans and Social Management Plans on an annual basis.

“SEAT is an important vehicle because it places issues of security, human rights and operating in conflict-affected environments at the centre of Anglo American's commitment to sustainability. Its implementation will help Anglo American to be better placed to manage its impacts on local communities.”

Dan Smith, Secretary General, International Alert

## 2. WHAT'S NEW IN THE LATEST VERSION?

This is the third version of SEAT. It includes important updates and integrates key themes that have grown in importance since the publication of the previous version in 2007.

Specifically, this version of SEAT:

- Incorporates *Social Way* requirements approved in 2009.
- Reflects current best practice through inputs from key NGO partners (including CARE International, Fauna & Flora International and International Alert), leading organisations on social performance management (including ICMM guidance) and internal experience and case study analysis.
- Establishes clear linkages with the UN Framework on Business and Human Rights (see box).
- Broadens the focus from communities to wider stakeholders.
- Increases emphasis on risk assessment and prioritisation, and establishes formal links with annual operational risk assessment processes.
- Sets out new guidance on the Voluntary Principles on Security and Human Rights and improved guidance on conflict assessment (developed in conjunction with International Alert).
- Presents improved guidance on resettlement based on learning shared across Anglo American.
- Sets out new guidance on low cost housing (using materials prepared by Habitat for Humanity International).
- Places greater emphasis on broader socio-economic benefit delivery through core business activities (such as local employment, local procurement and infrastructure development) rather than non-core business activities (such as through corporate social investment).
- Provides clearer guidance on developing social management plans.

### An Overview of the UN Framework on Business and Human Rights

The UN Framework comprises three core guiding principles: the state duty to protect against human rights abuses by third parties (including business); the business responsibility to respect human rights; and the need for more effective access to remedies when human rights abuses occur. These are described in more detail below:

- **Protect:** Government is regarded as having primary responsibility for the protection of human rights abuses by third parties (in all instances, including business), as businesses do not have the political mandate or resources to assume this responsibility.
- **Respect:** Businesses have a responsibility to respect human rights and not to infringe on the rights of others (i.e. do no harm).
- **Remedy:** Finally, the UN Framework recognises that respect for human rights would not be meaningful unless those who have been harmed (or believe they have been harmed) have access to an independent and reliable redress mechanisms.

SEAT will be made publicly available as an example of best practice guidance on the management of socio-economic performance. More information on SEAT can be found at:

[www.angloamerican.com/seat](http://www.angloamerican.com/seat)

In some circumstances it may be sensible to combine the SEAT assessments for more than one operation. In general, this should only be the case where the operations concerned interact with a broadly common group of stakeholders (for example, if they are located in / around the same town).

Under such circumstances, impacts are likely to be common or overlapping, and the management responses implemented by each operation will need to be coordinated.

## SEAT in Action

### Iron Ore Brazil

Responding to community needs

"The development of our Minas-Rio project has required that we engage with thousands of individuals in dozens of communities. We needed to have the means to explain our project and respond to both their questions and their broader socio-economic development needs and aspirations. The SEAT guidance has provided a fundamental role in understanding these priorities and concerns. SEAT has helped us to manage negative impacts associated with the project as well as identify opportunities for socio-economic benefit delivery. For instance, we identified that the communities surrounding our pipeline lacked access to potable water with significant consequences for community health, and we are now working in partnership with local government and the communities to address this challenge through both water and sanitation schemes and broader community health programmes. We expect that this approach will mitigate negative impacts and deliver benefits that will allow us to deliver on our strategy to be a partner of choice."

*Paulo Castellari, Chief Executive, Iron Ore Brazil*

#### Background

The communities of Catuné Água Santa de Minas in Brazil have struggled for decades to receive healthy drinking water. While the infrastructure systems for delivering water to these communities are in place, the water that reaches them is not potable. Attempts to filter the water were not sufficient to eliminate micro-organisms that are harmful to health. With diseases relating to unpurified water being the second highest cause of infant mortality in Brazil, this has been a major concern to local communities. Both communities are in an area through which our Minas-Rio pipeline will pass, and, as part of our commitment to the local area, our iron ore business has collaborated with the city government of Tombos to address this challenge. Working with communities and local government, we are acquiring and installing two water treatment stations and the local government will upgrade the existing water supply infrastructure, install hydrometers and maintain the treatment stations. Around 3,000 people will benefit by having access to healthy drinking water and an environmental education programme is planned to create awareness about its use.

"We are delighted to support the publication of SEAT 3 and look forward to its integration across Anglo American. This seminal resource takes careful and necessary consideration of natural resource dependencies and the management of the environment in the intricate assessment and planning of socio-economic factors necessary for sustainable development. SEAT 3 recognises that community considerations are at the heart of mine development and planning. Through the protection and maintenance of natural systems and the community livelihoods that depend on them, Anglo American is helping to ensure responsible stewardship of its assets and the management of associated risks."

*Pippa Howard, Director, Business & Biodiversity, Fauna & Flora International*



## SEAT in Action

### Kumba Iron Ore

Establishing an effective grievance mechanism

"SEAT has played a critical role in improving Kumba Iron Ore's business and social performance by enabling a more complete understanding of the concerns and priorities of our local stakeholders. In the case of the Dingleton Resettlement Project, the SEAT guidance proved to be a valuable tool in building trust with the local community, through a fully inclusive and open dialogue, and establishing a best practice grievance procedure, that is monitored by independent NGOs."

*Chris Griffiths, Chief Executive, Kumba Iron Ore*

#### Background

Increasing iron ore output from Kumba's Sishen mine and neighbouring mines owned by other companies in South Africa's Northern Cape province prompted concerns about the local impact of increased mining activity on the nearby township of Dingleton.

Kumba has been exploring the feasibility of resettling the community of Dingleton and the associated town infrastructure. SEAT has played a central role in guiding an open and inclusive dialogue with the local community to ensure the views of all residents are fully taken in to consideration.

As part of the Resettlement Action Plan (RAP), in accordance with SEAT guidelines and the *Social Way*, a grievance mechanism has been established for the Dingleton Resettlement Project, which enables Dingleton community members to lodge grievances to be addressed and resolved, and to receive a formalised response.

In line with good practice, Dingleton community members can lodge a grievance through a wide range of channels, and anonymously. All grievances are logged on an electronic Grievance Register which provides a means of recording, tracking, and monitoring the grievance procedure to ensure that grievances are efficiently addressed.

An Independent Monitor has also been appointed to monitor the grievance process, comprising a consortium of three NGOs (international, national and provincial).

## SEAT in Action

### Metallurgical Coal

Developing respectful, long-term relationships with indigenous people for mutual benefit

"The practical tools in SEAT have helped our business to better understand and respond to the unique cultural beliefs and traditions of indigenous people. It has also strengthened our capacity to manage our on-going mutually beneficial relationships, underpinned by the principles of respect, understanding and trust."

*Seamus French, Chief Executive, Metallurgical Coal*

#### Background

Anglo American is one of Australia's leading producers of metallurgical coal, with extensive operations in Queensland and New South Wales. Anglo American's goal is to build a mutually beneficial relationship with the indigenous people in the areas in which it operates, underpinned by the principles of respect, understanding and trust.

Recognising the distinctive cultures of indigenous people and their special relationships with traditional lands, SEAT includes a series of practical steps to facilitate engagement. Using this tool, Anglo American's Metallurgical Coal business has developed and implemented a policy which has:

- established open and constructive engagement with indigenous people in the areas in which it operates;
- adopted engagement procedures that are developed with indigenous people as the foundation for achieving mutually beneficial outcomes; and
- joined with indigenous people to integrate consideration of cultural heritage into every aspect of the planning and operation of our developments.

# HOW TO IMPLEMENT SEAT SUCCESSFULLY

## 3. WHAT ARE THE KEY STEPS IN SEAT?

SEAT helps managers analyse their operation's sphere of influence and impacts, and provides a framework for formulating management responses and reporting back to stakeholders.

The SEAT process is divided into seven steps, with each step supported by a number of tools.



SEAT differs from a typical assessment process in a number of important ways:

- SEAT is designed for ongoing assessments during the operational life of a mine to ensure that new impacts and emerging issues are continually identified.
- SEAT is not driven by legislative requirements, such as those which apply to new operations or mine expansions. Instead, it is a voluntary commitment by Anglo American to ongoing engagement and impact assessment.
- **Step 4** and **Step 5** tools provide guidance over and above what an impact assessment includes. The tools in these steps can be used to manage responses to issues raised by stakeholders, and are key to on-going social performance management.

## FAQS

### Who should use SEAT?

The SEAT process has been designed for use by Anglo American staff with support, as required, from local experts such as academics, partner NGOs or local consultants. Typically, this process would be coordinated and implemented by an operation's social performance manager, with high-level support from the general manager, and participation from other key departments (e.g. Human Resources, Procurement, Health, Safety and Environment, Engineering, Finance, etc.).

The focus of SEAT 3 has been on ensuring that the tools are easy to understand and easy to apply. Even with experienced in-house resources, however, there may be instances where it is appropriate to draw on external expertise to assist in implementing a specific tool or to support the overall process.

External input may also be useful in validating the objectivity of the approach and findings, building bridges with particular stakeholder groups and in contributing additional perspectives and expertise. Working in partnership with external organisations is also strongly recommended when implementing management measures, such as those presented in **Step 5**.

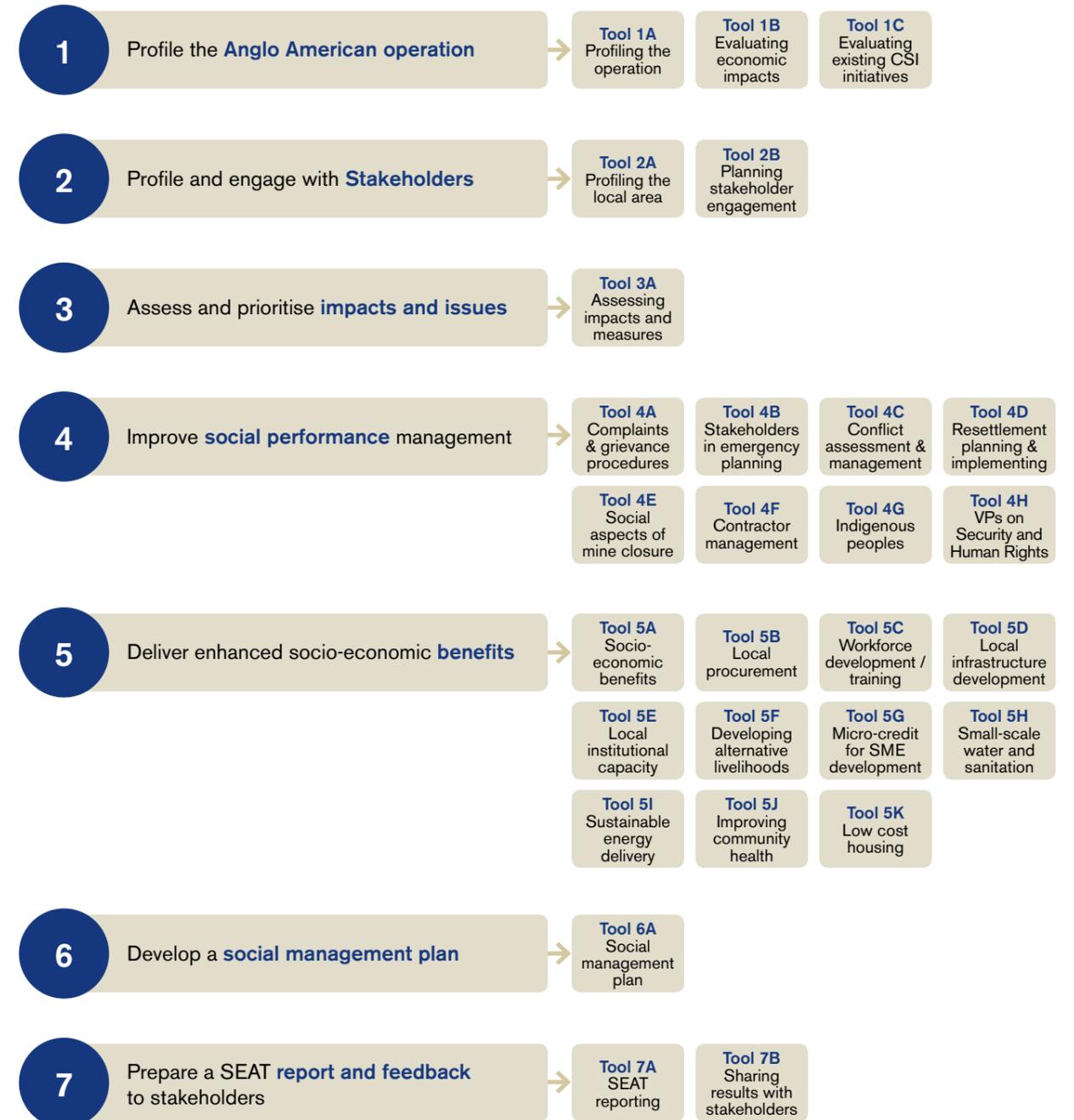
### How long does SEAT take?

Experience suggests that the SEAT assessment should take approximately four to six months to complete, depending on the availability of staff to implement SEAT. Typically, a four to six month SEAT process will require:

- availability and involvement of key resources (e.g. a SEAT Champion<sup>(1)</sup>, an effective project manager, and one to two competent assistants). The assistant(s) and project manager may be required to dedicate up to half of their time to SEAT over the four to six month period, with full time involvement at key points;
- support from relevant departments; and
- stakeholder responsiveness and participation.

(1) The SEAT Champion is a senior member of staff who takes ultimate responsibility for the implementation of SEAT at their operation. This person could be the General Manager or a Head of Department. Whilst they are unlikely to participate in the day-to-day SEAT assessment activities, they have a key role to play in ensuring that adequate resources are made available to meet the objectives of the SEAT process. Their participation is also vital in ensuring buy-in across the operation.

## SUMMARY OF THE SEAT TOOLS



## SEAT in Action

### Nickel

Local workforce development and community livelihood support

“Creating local employment and livelihood opportunities are some of the most important contributions we can make to our host communities. SEAT provides detailed guidance and tools for establishing successful workforce development programmes that increase the ability of local residents to gain employment at our operations, alongside broader skills development support to boost local economic opportunities.”

*Walter De Simoni, Chief Executive, Nickel*

### Background

Barro Alto is a nickel mine and associated smelter located near the small town of Barro Alto in Brazil's Goiás State.

Since 2006, Anglo American has been supporting local training and capacity building, in partnership with local NGOs and government organisations, to enable local communities to obtain the skills required to be employable at the Barro Alto operation. SEAT has played a central role in guiding the development of these programmes.

As a result of these efforts, approximately 80 percent of the operational workforce at the Barro Alto operation is regional (up to 150 km from Barro Alto).

Broader capacity building and entrepreneurial programmes are also supported, including the development of the rubber industry and the improvement of agricultural techniques amongst local farmers to support local economic diversification and provide sustainable livelihood options beyond the life of the mine.

## SEAT in Action

### Copper

Using local procurement to benefit the business and local community

“Increasing local procurement is a win-win for our business and local communities. Through a series of practical steps, SEAT and our local procurement specialist have helped us to understand how to use local sourcing to deepen our social and economic impact whilst strengthening our local supply chain.”

*John Mackenzie, Chief Executive, Copper*

### Background

The Quellaveco copper project is located in the Asana River Valley in the Moquegua district of Peru, 1000 km South East of the capital, Lima.

The Quellaveco project identified increased local procurement as an opportunity for the business to generate a more sustainable economic and social impact amongst local communities, whilst also strengthening its own supply chain.

Using the tools in SEAT to guide the process, a local procurement strategy for the Quellaveco Project has been developed, informed by a survey of formal and informal businesses in the local area. Local businesses were profiled and validated using a range of criteria including financial stability, access to finance and management capacity.

The output is a database of local suppliers for use by Quellaveco project personnel to facilitate greater local sourcing of products and services.

## 4. HOW CAN YOU GET THE MOST OUT OF SEAT?

Experience suggests a number of lessons for getting the most out of SEAT:

DO:	DON'T
<ol style="list-style-type: none"> <li><b>1. Appoint a SEAT champion or sponsor</b> who can support the person with responsibility for implementing SEAT, and ensure a process for involving in the process all those departments whose cooperation will be needed in the development and implementation of management responses.</li> <li><b>2. Determine whether you need outside assistance</b> early on and, if so, prepare a scope of work and identify the most suitable organisations to assist. Seek guidance from Group Government and Social Affairs</li> <li><b>3. Condition stakeholder expectations</b> through briefing them on what to expect from the SEAT process and what, in turn, is expected of them.</li> <li><b>4. Draw upon existing information sources</b>, for example from your Stakeholder Engagement Plan or previous Social Impact Assessments, in developing your SEAT assessment.</li> <li><b>5. Remember that communities are rarely homogenous.</b> Be as inclusive as possible when identifying stakeholders to consult – do not confine engagement to those in positions of authority or with property rights. Be aware, too, that relations between stakeholders are rarely static, and the position of one group or community may change, for example, if the operation gives an undertaking to another – potentially rival – grouping.</li> <li><b>6. Remember that employees (and trade unions) are also often community members</b> – their views can be important, and they can be ambassadors for the process.</li> <li><b>7. Share the draft results of consultations and proposed management measures</b> with key stakeholders to verify their truth / usefulness, and the extent to which they address priority needs / concerns.</li> <li><b>8. Remember that even if stakeholders' views are not based upon sound science</b> (e.g. erroneous fears about potential health impacts from the operation) these <b>perceptions reflect their “reality” and need to be addressed</b> in some way (e.g. through measures to build trust or improve communication).</li> <li><b>9. Ensure that a close-out SEAT report is produced and widely distributed</b>, so that stakeholders can see their inputs and can understand both the constraints under which the operation is working and what it is committing to do to improve its socio-economic performance. The report should accurately reflect inputs – including criticisms and concerns – from stakeholders, otherwise it will lack credibility.</li> <li><b>10. When devising SEAT management responses, ensure that clear and measurable targets for improvement are given</b> with timescales for their achievement.</li> </ol>	<ol style="list-style-type: none"> <li><b>1. Rush your SEAT assessment</b> – it will need time to plan, and management and stakeholders will need to reflect on key issues and management measures. Nor should it be allowed to ‘drag on’, since endless delay may disillusion stakeholders.</li> <li><b>2. Ignore or hide from negative stakeholder feedback</b> – SEAT can provide a good opportunity to address old problems.</li> <li><b>3. Stick rigidly to the process set out in each tool</b> if you already have the information that the tool produces, providing this information is up to date and is of a comparable standard (e.g. if a thorough review of community social investments has recently occurred there is no need to use <i>Tool 1C – Identifying and Evaluating Existing CSIs</i>. The results of the review could, instead, be included in the SEAT report).</li> <li><b>4. Try and lead public consultation where there is a history of tension or conflict.</b> Instead, get independent third parties to facilitate this element of the SEAT process.</li> <li><b>5. Expect the SEAT process to work well without senior management involvement and support from all relevant disciplines</b> (e.g. HR, SHE, procurement). The outputs from the process should be fed into core business processes.</li> <li><b>6. Treat your SEAT assessment as a compliance exercise</b> – it should be a valuable opportunity to engage with stakeholders, identify concerns and work jointly to enhance your operation's impacts, and thereby to reduce risk and to buttress the licence to operate.</li> <li><b>7. Spread your management measures across too wide a front</b> – it is better to do a limited number of things well that accord with local priorities than to do many things badly.</li> <li><b>8. Assume responsibilities (such as water or power supply) that may properly belong with governments</b> just because there is guidance on these topics in SEAT. The community development and capacity development tools (in <i>Step 5</i>) are designed to allow operations to help to build local capacities, not to take over other stakeholders' functions.</li> <li><b>9. Implement community development initiatives which risk increasing dependency</b> on the operation over the medium-term, or without partnering with appropriate organisations.</li> <li><b>10. Forget to share a draft of your SEAT report with key stakeholders to get their comments</b>, or to publish the final report. The SEAT process is not complete until a SEAT report has been published.</li> </ol>

**Note:** Experience in implementing SEAT has highlighted a number of 'bottlenecks' that should be accounted for in the planning phase: gathering data from other departments; availability of stakeholders for meetings; availability of relevant managers for meetings; time for report writing and sign-off; and the availability of the SEAT project manager. It is important to allocate time for SEAT and other responsibilities.



## 5. WHAT NEXT? HOW TO PLAN A SEAT PROCESS

There are seven key tasks required to plan and implement a SEAT assessment



### 1. Hold Initial Planning Meeting with GM

This meeting should be led by the Head of the Department responsible for the SEAT assessment. At this meeting:

- **Agree a target completion date.** Four to six months is a realistic timeframe.
- **Identify resources and accountabilities.** Identify departments required to provide information, identify issues and formulate management measures.
- **Determine where external assistance is required.** External support should be used where capacity gaps are identified internally, but not to undertake the whole process as this reduces the opportunity to develop internal capacity and build stakeholder relationships.
- **Identify risks and sensitivities likely to arise during implementation.** There may be issues that are sensitive locally that should be identified, with measures put in place to address them.
- **Appoint a SEAT Champion.** It is essential that there is senior management commitment from both the operation and the Business Unit. At a mine site, the General Manager would be a suitable champion, with overall accountability for ensuring that the SEAT assessment is completed in a timely manner, to a good standard, and within a framework of challenging objectives.

### 2. Develop Initial SEAT Implementation Plan

Following the initial planning meeting, a SEAT implementation plan should be prepared, covering:

- key actions and activities required;
- allocation of responsibilities and review processes;
- timing (e.g. dovetailing with other activities);
- budgets for any external support;
- internal and external communication materials; and
- risk / sensitivity management.

### 3. Hold Heads of Department Meeting

Senior buy-in and support from relevant departments is essential for a successful implementation. Therefore, a briefing should be prepared for relevant personnel on:

- the objectives of the SEAT assessment;
- the SEAT process; and
- the implementation arrangements for your operation.

Implementation arrangements should be agreed with relevant managers, including allocation of individual roles – although responsibility for the roll out of SEAT will remain with the Social Performance Manager and associated department. Responsibility can be allocated for specific tools or sections of the report. Relevant department heads should form a Steering Group to monitor progress, assess quality of outputs, manage risks and opportunities, and plan the management responses.

### 4. Finalise SEAT Implementation Plan

Finalise the SEAT Implementation Plan based on discussions held with the Heads of Department regarding shared roles and responsibilities for SEAT roll-out.

### 5. Initiate the SEAT Assessment

Once the planning and briefing stages have been completed, the assessment process can commence. Communication materials should be produced, and briefings provided to all stakeholders (internal and external) about the objectives of the SEAT assessment, how they can contribute, the types of output that can be expected and the timeframe (see the stakeholder fact sheet for SEAT at the end of *Tool 2B – Developing a Stakeholder Engagement Plan*).

### 6. Monitor Progress

Throughout the SEAT assessment the person with lead responsibility should monitor and report on progress to the SEAT Champion and the Steering Group. Obstacles to progress should be identified, and solutions developed with the active support of the SEAT champion.

### 7. Reporting and Evaluation

The preparation and distribution of the SEAT report represents the end of the assessment and the start of implementing the management measures identified with stakeholders. It is through implementation of the management measures and the ongoing dialogue with stakeholders that the long-term value of SEAT is realised.

## SEAT in Action

### Platinum

Leveraging infrastructure to address community needs

“SEAT has helped our business to understand the local context and the priorities of local communities. The Lebalelo water supply scheme, which now supplies reliable water supplies to 86 local villages around our operations, is just one example of how we can leverage our infrastructure to address community needs.”

*Neville Nicolau, Chief Executive, Platinum*

### Background

Anglo American's Platinum business unit played a leading role in the establishment of the \$18.5 million Lebalelo water supply scheme in South Africa.

The project has involved the construction of a 56 km pipeline on the eastern limb of the Bushveld Complex in Mpumalanga province in South Africa. SEAT played an important role in understanding the local context and community priorities.

The pipeline carries water from the Olifants river to a series of new mines in the area. In order to provide reliable water supplies to local communities the pipeline has also been designed to supply water to 86 local villages at a cost that is much lower than a stand-alone supply to these communities.

## SEAT in Action

### Thermal Coal

Supporting access to safe clean water in the local community

“Thermal Coal has an important role to play in contributing to improvements in our host communities. SEAT has provided us with invaluable step by step guidance on understanding the community priorities and needs. Based on this understanding, we identified the need for access to clean and reliable water, essential for the good health of our local community and workforce.”

*Norman Mbazima, Chief Executive, Thermal Coal*

### Background

The Emalaheni project is an initiative managed by Anglo American's Thermal Coal business unit in South Africa.

Local communities around Thermal Coal locations often were unable to access piped potable water networks and consequently were reliant on unreliable alternative water sources.

Based on these community priorities and needs, the project established a water treatment plant that purifies polluted water from Anglo American's Greenside, Kleinkopje and Landau operations as well as from Ingwe Coal's closed South Witbank Colliery.

The water is purified to potable standards so as to be suitable for consumption by the Emalaheni Local Municipality. This public / private project meets about 20 percent of the local government area's daily water requirements, and helps to support community health and commercial and industrial growth.



# HOW TO FIND OUT MORE

For further information:

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