

# PLANNING for closure 2024

5<sup>th</sup> International Congress on Planning for Mine Closure

## The challenges of social investment planning in scenarios of mine closure

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[gecamin.com/planningforclosure](https://gecamin.com/planningforclosure)

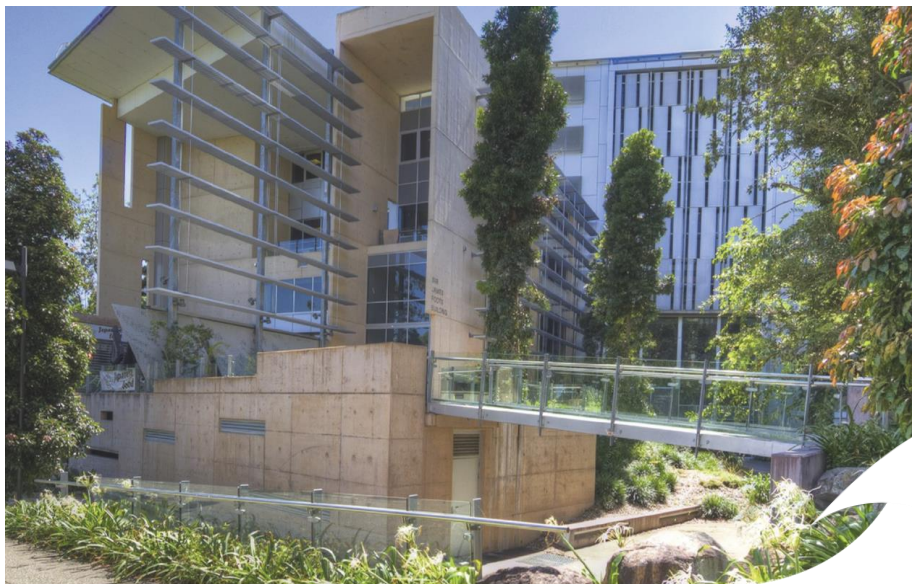


**GECAMIN**

# SUSTAINABLE MINERALS INSTITUTE (SMI)



THE UNIVERSITY  
OF QUEENSLAND  
AUSTRALIA



Developing knowledge-based solutions to address global sustainability challenges of industry and society.

- Training the next generation of industry and community leaders
- Research, global initiatives and consortia
- Collaboration with industry and other partners, creating impact through research

PLANNING for closure 2024



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*Knowledge, innovation and  
collaboration to build a  
sustainable society*

The **SMI International Center of Excellence in Chile** (SMI-ICE-Chile) seeks to contribute to solving the great challenges facing the mining industry and society. It develops solutions based on research and enhances capabilities and knowledge in the impacted territories to generate social value and benefits for all inhabitants.



## Processing: energy, water and emissions

Supporting efficient and responsible mineral processing through the development and implementation of tools and technologies.



## Social performance and resource governance

Supporting the transition from transactional relationships to the development of territories and people based on shared visions.



## Environmental rehabilitation and ecosystem dynamics

Supporting the generation of positive impact on the environment and local ecosystems through careful management and participatory monitoring.



## Integral Safety and Health of People

Collaborating with the mining industry to achieve a resilient safety management culture through research, training, and support in risk management.

## Research programs



Tailings and mining waste



Sustainable mine closure



Particulate matter handling



Climate change: mitigation and adaptation



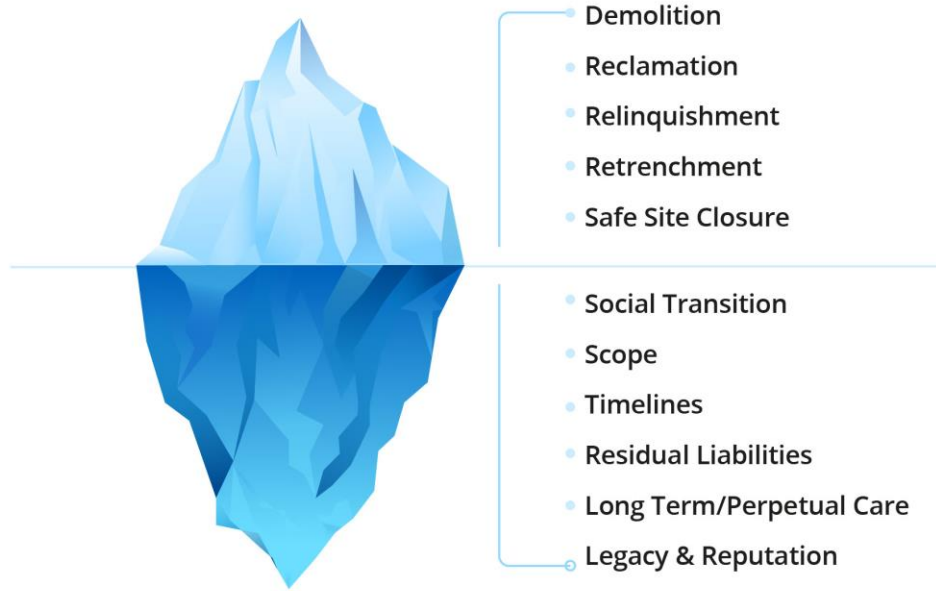
Artisanal mining and small-scale



Sustainable salaries

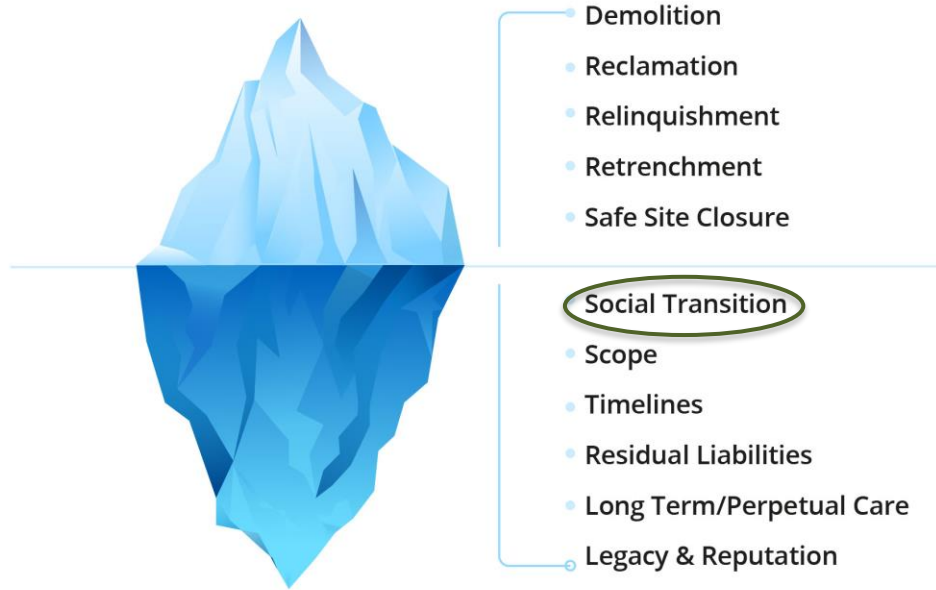
# Introduction

## THE HIDDEN COSTS OF CLOSURE



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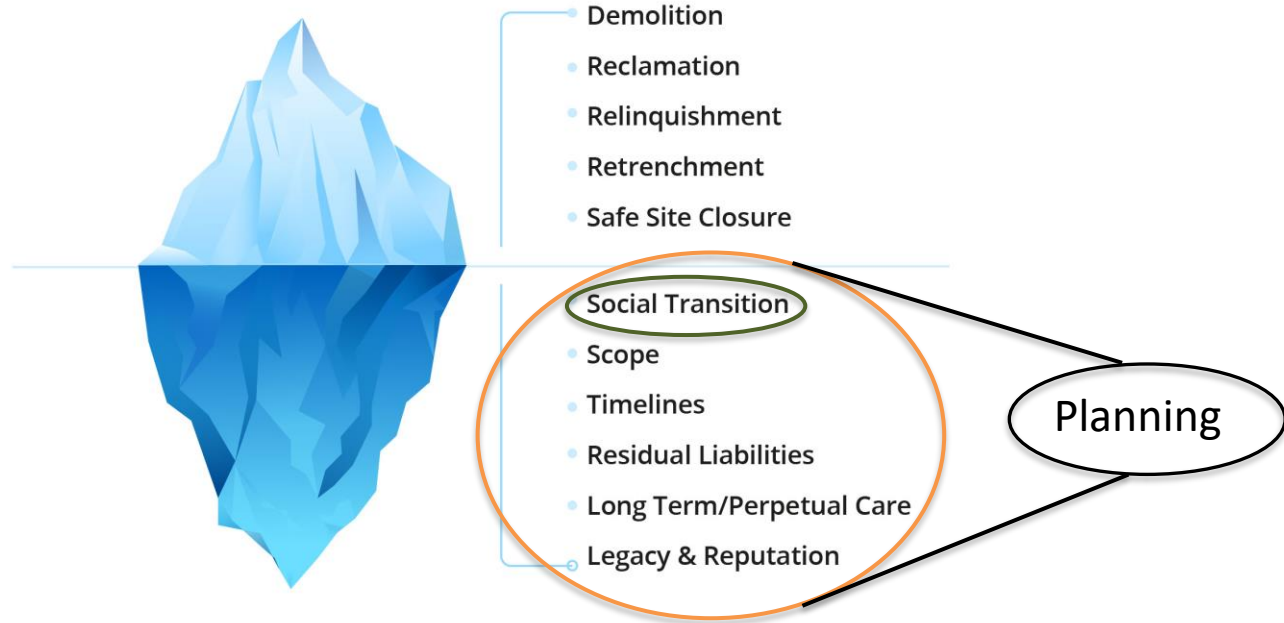
## THE HIDDEN COSTS OF CLOSURE





# Introduction

## THE HIDDEN COSTS OF CLOSURE





# Objectives

- ✓ Identify key social closure-related issues for mining companies when making social investment planning decisions
- ✓ Contribute to the debate on the potential social risks associated with mine closure

# Methodology

## Qualitative research method: case study

	No. of Operations	Current Phase of Operation within Mine Life Cycle	Mine Size	Developmental Context	ICMM Member
Case Study 1:	1	Operation	Large-scale	Developing Country	Yes
Case Study 2:	1	Closure	Large-scale	Developing Country	Yes
Case Study 3:	6	1 Exploration 3 Operation 2 Closure	Large-scale	3 Developed Countries 3 Developing Countries	No

# Results and discussion



## Short-term investing for long-term challenges

- Minimal historical changes in strategies for social investment planning
- Social investment objectives within timeframes of ~ five years
- No solid guidelines addressing specific aspects at closure
- Little evidence of applied ICMM good practices in long-term planning

# Results and discussion



## Limited shared vision

- SP teams define priorities independently from other corporate areas
- Little evidence of consultation with local or regional governments
- Rare coordination of government - mine site operators - experts - communities
- Issues of capacities among social performance teams facing closure

# Results and discussion



“Just don’t mention closure”

- Avoid communicating mine closure with communities
- ↑ developing countries    ↓ developed countries

# Conclusions

- ✓ There is no significant relationship between a mining operation's stage of the lifecycle and the approach of its strategic investment planning
- ✓ Bringing just transition and international good practices into operational plans - of closure - remains a challenge
- ✓ Social risks are less understood than other risk areas
- ✓ Will the research sector play a role in supporting the mining industry by developing an evidence base?