

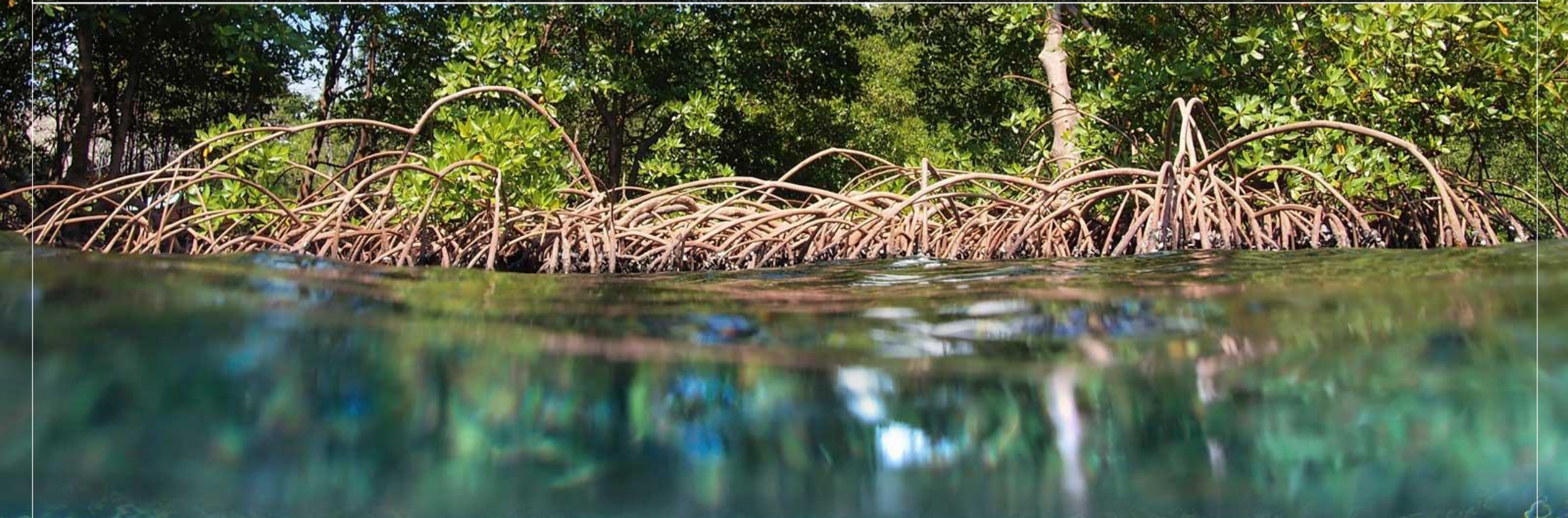


United Nations Environment  
World Conservation Monitoring Centre

# PROTEUS ANNUAL MEETING

20<sup>th</sup> – 22<sup>nd</sup> June 2018, David Attenborough Building, Cambridge, UK





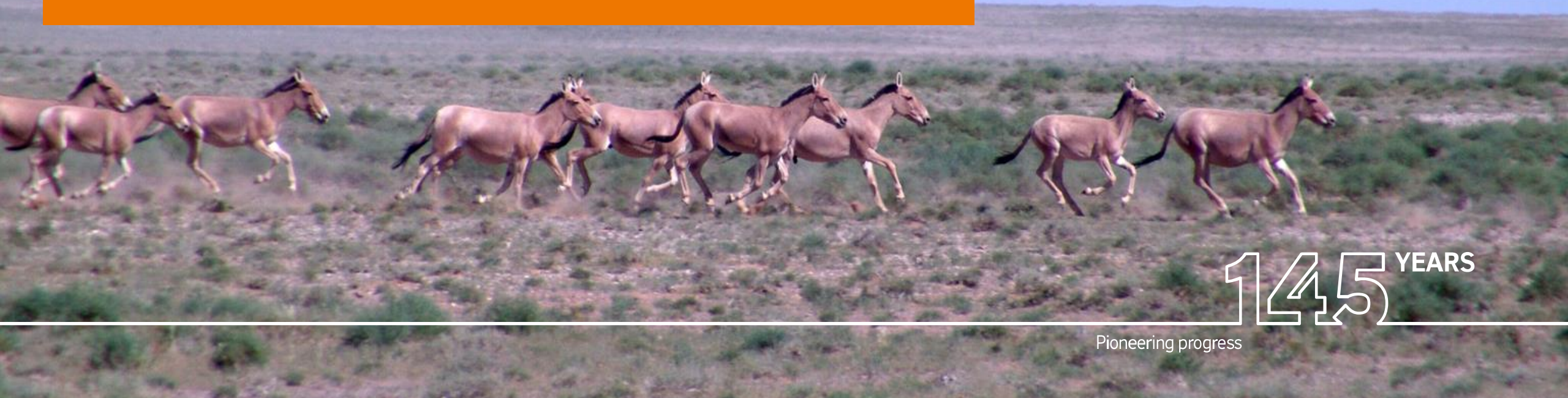
**PARTNER KNOWLEDGE EXCHANGE**

**RioTinto**

# Focussing on implementation: Integrating biodiversity into risk management processes

Our updated approach to biodiversity management

Dr Theresia Ott, Principal advisor: Group Environment



**145** YEARS

Pioneering progress

# Learning and improving on our past approach

Learning opportunity from NPI:

- Build on our experience for a stronger approach to biodiversity
- Assist peers and other organisations

Hardner & Gullison Associates to interview and synthesize the views of those who played significant roles in the Biodiversity Strategy

- current and former Rio Tinto employees
- consultants and NGOs



# Approach

- Interviews with site-level staff, corporate-level staff, NGOs, and technical consultants (n=35)
- In-depth analysis with multiple interviews for key sites where Rio Tinto's investment in the biodiversity strategy was greatest (n=7)<sup>1</sup>
- Each interviewee rated enabling and limiting factors to implementing the strategy (i.e. achieving "net positive impact" on biodiversity).



<sup>1</sup>The seven sites were: Kennecott Utah Copper (KUC), Oyu Tolgoi (OT), QIT Madagascar Minerals (QMM), Resolution Copper Mining (RCM), Weipa/Amrun, Simandou and Rio Tinto Iron Ore Pilbara (RTIO).

# Enabling and Limiting Factors



# Key Findings

Site-level interviews revealed a generally positive perception of the *Biodiversity Strategy* and felt good progress was made at the sites where serious investment was undertaken.

Corporate-level interviewees, however, perceived various factors to be limiting performance.



On average, both site-level and corporate level interviewees saw:

- Few technical or scientific barriers
- Biodiversity as compatible with the company's risk management framework
- Corporate drivers and funding as the primary limiters of performance

Variation on some factors across sites was significant, which influenced the discussion of NPI as a uniform goal across all Rio Tinto sites.

# Perceptions of enabling or limiting factors

Site-level Perspective (n=30)

Factor	Rio Site							Avg
	KUC	OT	QMM	Res	Sim	RTIO	Weipa	
Short-term finance	0.5	1.5	1.2	1.7	1.2	0.2	1.0	1.0
Integration with EMS	1.0	0.5	1.5		1.0	1.0	2.0	1.0
Science	1.5	0.3	1.2	1.7	0.8	2.0	-1.0	0.9
Internal risk management	1.0	0.5	0.8	0.5	1.6	-0.7	2.0	0.8
Technical capacity	2.0	1.0	0.9	0.7	0.7	1.3	-1.0	0.8
Local conditions	0.5	1.0	-1.4	0.7	0.8	0.3	2.0	0.6
Regulatory compatibility	0.5	0.0	1.0	0.7	1.0	1.5	-1.0	0.5
Stakeholder expectations	-0.3	0.5	0.6	0.7	0.6	0.0	1.0	0.5
Management support	0.7	-1.0	0.8	1.7	0.8	-0.3	0.0	0.4
Communication	0.0	-0.5	-0.2	0.7	-0.1	-0.3	0.0	-0.1
Agreed practical methods	0.8	0.5	-0.4	0.5	-0.1	-0.2	-2.0	-0.1
Corporate drivers	-1.0	-0.5	-0.2	0.0	-0.4	-0.8	-1.0	-0.6
Long-term finance	-0.3	-2.0	-1.2	-1.0	-1.0	-0.8	-1.0	-1.1

Corporate-level Perspective (n=8)

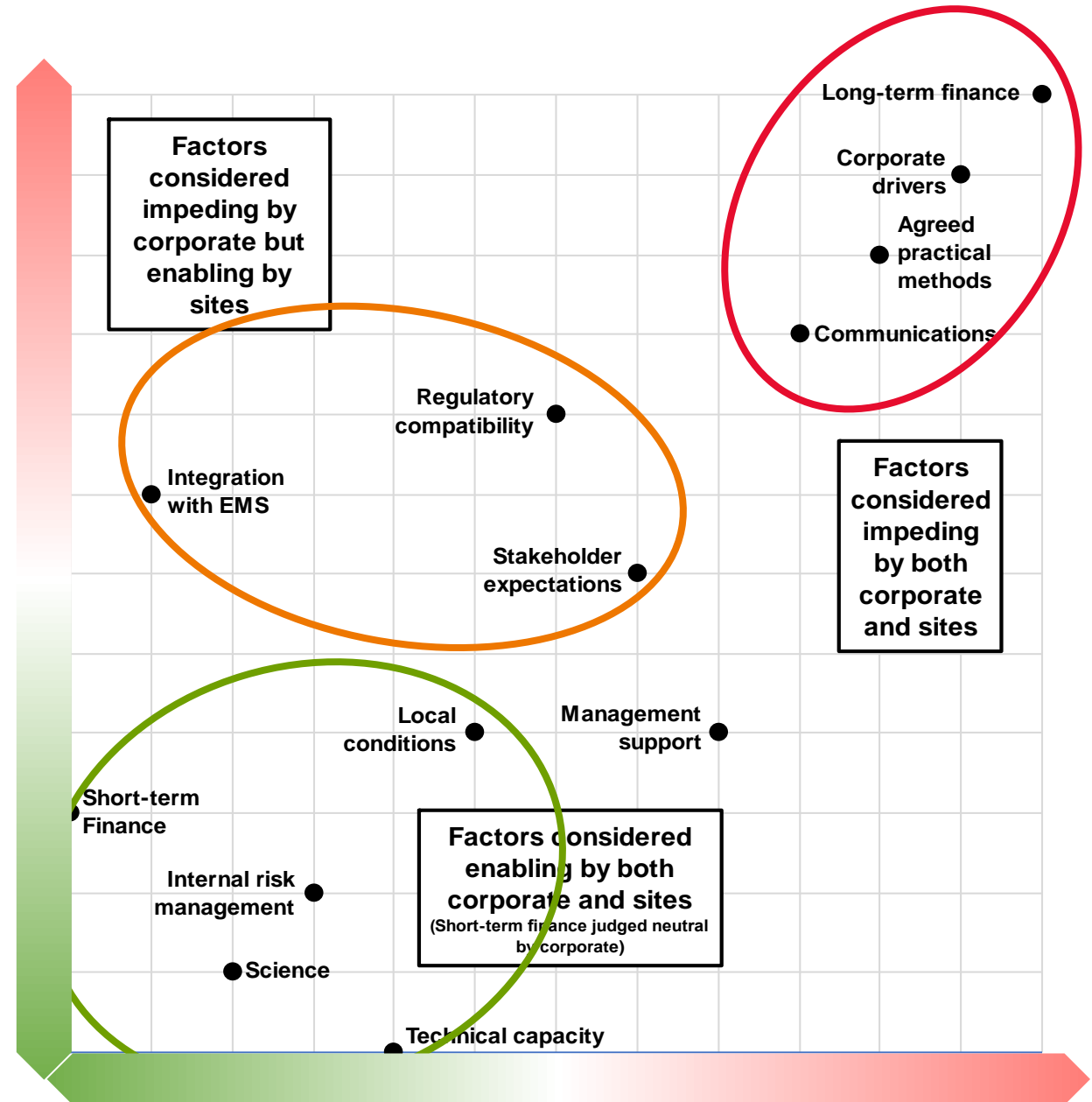
Factor	Avg
Technical capacity	0.5
Science	0.3
Internal risk management	0.0
Short-term finance	-0.3
Management support	-0.4
Local conditions	-0.4
Stakeholder expectations	-0.5
Integration with EMS	-0.6
Regulatory compatibility	-0.6
Communication	-1.0
Agreed practical methods	-1.1
Corporate drivers	-1.3
Long-term finance	-1.5

Impeding  -2 +2 Enabling

# Correspondence of limiting factor rankings

Ranking of the influence of limiting factors on the design and implementation of BAPs by site vs. corporate interviewees

Ranking by Rio Tinto Corporate



Ranking by Rio Tinto Sites

# Way forward

# Biodiversity protection and natural resource management standard

## Performance criteria

1. Follow the mitigation hierarchy
2. Take an integrated approach to mitigation planning
3. Look for opportunities to partner for lasting, meaningful results
4. Implement offsets when residual impacts are significant

RioTinto

### Standard

E16 – Biodiversity protection and natural resource management

November 2017

Group Standard	Title: <b>Biodiversity protection and natural resource management</b>		Document number: HSEC-B-29	
	Function: <b>Health, Safety and Environment (HSE)</b>			
	No. of Pages: 3			
	Approved by ExCo: <b>November 2017</b>	Effective: <b>November 2017</b>	Supersedes: <b>2014 version</b>	No audit before: <b>01 January 2019</b>
Owner: Group Executive Health, Safety & Environment		Approver: Executive Committee	Target audience: <b>All Rio Tinto staff and each Rio Tinto Group business and function</b>	
Direct linkages to other relevant policies, standards, procedures or guidance notes: Rio Tinto management system standard and E14 – Land management and rehabilitation control standard. E16 - Biodiversity protection and natural resource management guidance note				
Document purpose: To support the implementation of the Group HSEC policy. This standard defines the minimum acceptable requirements for behaviours and/or conditions in respect of managing biodiversity and natural resources used by affected communities, which if not met, could materially impact the Group.				

# Biodiversity protection and natural resource management standard



## Control criteria

1. Assess value
2. Develop internal performance criteria when regulatory criteria are lacking
3. Design and implement baseline studies
4. Know and understand the risks and impacts
5. Mitigate the significant risks and impacts
6. Develop maintain and implement the mitigation plan
7. Internal alignment and collaboration continues during implementation
8. Follow the mitigation hierarchy for capital projects
9. Change management processes must consider biodiversity and natural resources
10. Disturbances must be approved
11. Design a monitoring program that uses appropriate metrics
12. Respond to deviations
13. Get stakeholders involved in monitoring
14. Arrange for an independent review
15. Share performance with stakeholders

# Why is a standard better than a voluntary commitment?

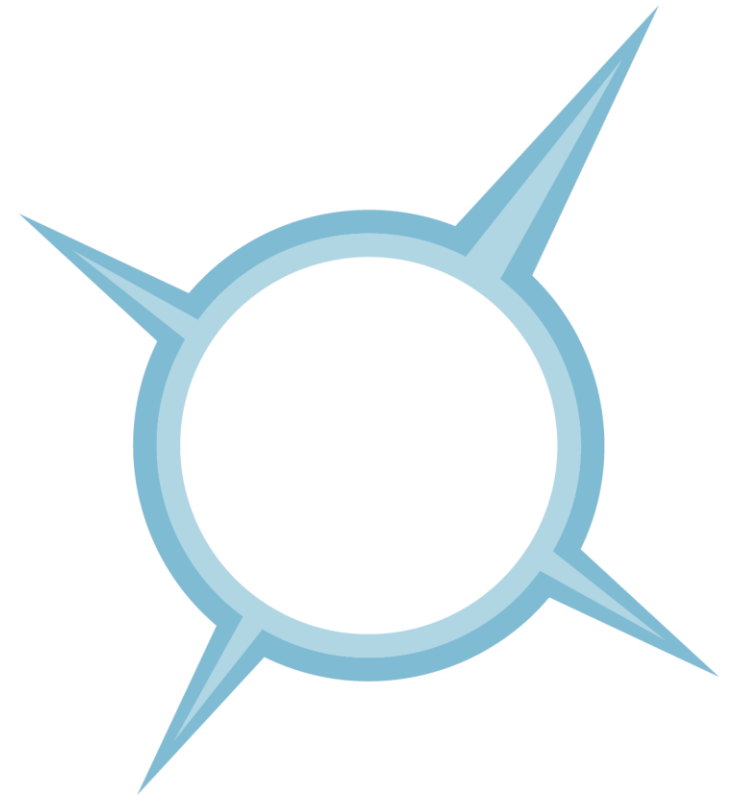
- Approved by ExCo
- Mandatory
- Integration with our risk management framework
- Subject to audits and reviews
- Clarity on requirements and outcomes
- Clear responsibilities
- Visibility throughout mine life and integration into other processes
- No variations to Group Standards except in limited instances where variations lead to a higher level of control to reflect local legal/regulatory requirements or system differences





Thank you

# Questions?





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