April 2022 marks the 10 year anniversary of the original KIN Catalyst in Brazil – the genesis of the Development Partner Framework for Mining and its vision.

The Development Partner Institute reflects on a decade of partnership with Anglo American, which has pioneered new approaches to sustainable mining and responsible sourcing as a true development partner.
1. **CATALYSING**

An extraordinary gathering in Brazil

Even 10 years later, the original participants of the KIN Catalyst still become visibly animated when they talk about this extraordinary gathering.

Their eyes widen and hand gestures speed up as they recall the chemistry in the room when different stakeholders in the mining value chain came together in Brazil – often for the very first time.

“When you bring people together there is just this flow of ideas,” DPI Board Chair and Co-Founder Peter Bryant explains.

The 2012 catalyst to explore the “Mining Company of the Future” was a joint program of the Kellogg Innovation Network (KIN) and Fundação Dom Cabral (FDC), the prestigious Business School in Brazil. KIN has since evolved into The World Innovation Network (TWIN).
At the time, Peter Bryant was a Senior Fellow at the Kellogg School of Management, and through KIN they were tackling intractable problems faced by society or an industry using catalysts – neutral platforms bringing together multiple stakeholders to try to resolve these problems. Upon hearing about the methodology, Mark Cutifani, then with gold miner AngloGold Ashanti, immediately said to Peter: “Let’s do that with mining, because I think mining is facing an intractable set of problems for its future.”

Over four days, the catalyst convened mining leaders and stakeholders for robust and sometimes provocative dialogue that culminated in four priority initiatives to transform the mining industry.

Over the past 100 years, mining has earned a reputation as a proud industry, but one that can be suspicious of outsiders and historically impatient to serve up ‘solutions’ to those it impacts – sometimes without broader consultation on how those solutions are arrived at.

So for many, the invitation of open dialogue in Brazil in 2012 was a novel experience.

“We were able to bring together a pretty amazing group of around 40 people from different parts of the mining value chain. Many people said it was the first time they’d been in the room with that set of stakeholders!” recalls Peter.

Mark Podlasly was one of those people. Reflecting back, Mark – a member of Canada’s First Nation Nlaka’Pamux Tribe and a Senior Associate at the Harvard Kennedy School at the time – confesses he was ‘astounded’ by the Brazil meeting.

“It was the first time I had spoken to senior mining officials. And I was not expecting a lot,” he explains. “I am from an indigenous community here in Canada that is deeply affected by mining, and most times it was seen – at that point – as the indigenous people seeking handouts, or the indigenous people being a charity case. What was fascinating about that meeting was just listening to how senior officials in large international mining companies were taking this issue [of development partnership] seriously.”

You stand up and make a difference. That’s the nature of Society. That’s what makes Society work. Everyone takes accountability for making a difference.

Mark Cutifani
A thoughtful critic of mining in attendance at the Brazil catalyst was Ray Offenheiser, then President of Oxfam America. In his role at Oxfam, he had frequently challenged mining companies about their impact ‘outside of the fence’, on communities and the environment.

Mark Cutifani set the stage. He was the most senior mining leader in the room – at that time, still CEO of gold major AngloGold Ashanti. Cutifani spoke honestly and openly about the urgent need for a new way for the mining industry – both socially and technologically. He urged humility, listening, and co-design in the search for solutions.

“Mark Cutifani got up and spoke and I was blown away,” says Mark Podlasly. “I had never met a non-indigenous white man who comes across as like … whoa! He got it! He was the first senior official I met who got it.”

Cutifani’s sincere enthusiasm for engaging has become the stuff of legend (“His curiosity is off the charts!” laughs Peter Bryant), but it is securely rooted in Cutifani’s concept of Society.

Cutifani returns to the word ‘Society’ frequently, in almost any conversation. In many ways, the notion of Society as an interdependent ecosystem is a natural extension of Cutifani’s unshakeable faith in systems thinking, familiar to anyone who has worked alongside him. But his ideas around Society may have deeper origins still. Despite being quoted as saying he has not set foot in a church in decades, Cutifani was born a Roman Catholic, and the emphasis on the ‘common good’ – so central to Catholicism’s philosophy – seem to inform his views on the importance of Society.

He bristles at ‘let’s stay in our lane’ thinking by the private sector, and warns against the temptation for mining majors to issue themselves exemptions from contributing to the common good:

“In a forum, someone told me – ‘it’s not our job to be the government.’ And I said, well I agree with that, but when there is no government, no infrastructure – nothing else – and you’re the only one that’s got the financial and in many cases the human capability available to make a difference? Then you stand up and make a difference. That’s the nature of Society. That’s what, in my view, makes Society work. Everyone takes accountability for making a difference.”
Out of the original KIN Catalyst came four priority initiatives to accelerate mining as a development partner.

These were:

1. **A new multi-stakeholder model**
   Development Partner. Envision a new mindset whereby mining companies become development partners, working together with cross-sector stakeholders to build thriving communities where they operate.

2. **Reinvigorated Research & Development**
   Build the disruptive model of R&D that will bring rapid change in the industry by incorporating collaboration, client focus and a redefinition of the business.

3. **Recalibrating workforce/education**
   Determine a path for ensuring a qualified workforce, attract talent and retain top employees.

4. **Total lifecycle value**
   Map the mining ecosystem to develop a communication tool, provide a comprehensive view of the economics of mining, facilitate government relations and improve the planning process.

Re-examining the four priority initiatives 10 years later, some omissions are still surprising.

For example – climate change was already a pressing discussion across the mining industry in 2012. But it was surprisingly muted in this future-facing catalyst. Young people were spoken about, but not represented – despite business schools being rich hosting environments for younger voices. The official writeup of the original KIN Catalyst reflects 18 men (mostly white) – and only one woman. Although it is important to acknowledge that several women played a key role in the further evolution of the Catalyst thinking.

These gaps offer insights about the world’s evolution over the last decade, and the nature of fast and slow change.

Nevertheless, the conversations and debates in Brazil captured something **new and exciting**, Ray Offenheiser saw it as a call to act on the future.

“It opened up a whole variety of complicated and technically sophisticated questions to us. And we weren’t pretending to answer these, so much as create a broader framework or lens through which companies could view these. So for me, the Development Partner initiative was really more a guide to the mindset shift, offering a set of principles for how one might advance this new vision for what the industry is, and could become.”

For Mark Cutifani, the exercise was about seeing the bigger picture as a development partner. The stakes are simple. “As mining companies, we have to connect the dots. Or we will forever be under siege.”

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2. **METABOLISING**

Anglo American translates a new mindset into all aspects of its business

A great wave of ideas and energy flowed from the Brazil meeting.

These spun out into the Faith Dialogues with the Catholic Church and other denominations, prompted by Ray Offenheiser and driven by Mark Cutifani and Peter Bryant, reflecting on mining’s role in society. They also cascaded into working groups, resulting – ultimately – in the publication of the Development Partner Framework for Mining (DPF) in 2014. The newly drafted DPF was launched in New York at the Ford Foundation, and was later awarded a prestigious Edison Innovation Award for collaboration. The Development Partner Institute, DPI Mining, was founded in 2016 to accelerate the DPF’s vision, with significant funding and support from Anglo American.
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Mark Cutifani

By 2013, Mark Cutifani had joined Anglo American as Chief Executive. When he took up the helm at Anglo American, a year after the Brazil catalyst, the company was already well down the track on its journey as a development partner. Conversations in Anglo American on moving towards a development approach had already begun in earnest.

Under Cutifani, the Anglo American leadership team set about accelerating this. The project was to translate the mindset shift about mining’s societal role – reflected, in part, in the DPF – into reality. The approach was total: company culture, management systems, research and development, processes, goals and targets. In short, the entire business set about metabolising this new approach, confident that this would create a high-performing and sustainable company.

“There is no doubt in the world that the catalyst sessions in Brazil were very important in shaping my thinking, to some degree, in going to Anglo American,” explains Cutifani. He pinpoints two key areas where he saw that evolution of thinking.

“On the sustainability front, the conversation with Ray Offenheiser [of Oxfam America]. The faith-based dialogues [with the Vatican] came out of that. All those pieces came together into our new social programmes and the Social Way.”

Innovation was also at the top of the list for Anglo American when planning for the future.
Anglo American is one of the only organisations - in any industry actually - that has sustainability as a pillar of innovation, publicly. That’s unusual. It’s a signal of the leadership position Anglo American is taking.

Peter Bryant

“The second thing was the innovation agenda. It got less traction in Brazil in 2012, perhaps because everyone, I think, was being quite careful because of their competitive positions. But we used those conversations and started to really sharpen our focus on what technologies, what things could we do to shape the industry.”

Mark is quick to acknowledge the Anglo American leadership team in realising this.

“Our technology and innovation space - FutureSmart Mining™ - has its early seeds in those conversations. But to be fair Tony O’Neil [Group Director - Technical & Sustainability] and his team have really put shape around that. And we’ve done our own version of reinventing and reimagining the whole programme.”

Peter Bryant is admiring of Anglo American’s integrated approach to sustainability and innovation over the last few years.

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Re-investing in technology for mining was vital for Anglo American. The pressing reality of climate change and the energy transition has made this work even more urgent.

But social performance was also a critical component of Anglo American’s approach to being a development partner.

Jon Samuel, Group Head, Responsible Business Partnerships at Anglo American, recalls a wave of new thinking in the mining industry pushing to move beyond just “idealistic young people wanting to go out there and spend company money in quite short term, small, non-programmatic ways.”

Anglo American was focussed on changing this. The intended shift was from discrete ‘social responsibility’ programmes, so often ad hoc or unintegrated, to the discipline of systematic, regional collaborative planning. Zooming out from the short term, to work towards medium and long term socio economic development. And, crucially, driven by experts.

For Anglo American, agreeing a set of meaningful goals to guide their social performance has been complex work, taking several years.
“What gets measured gets managed,” goes the old business adage from Peter Drucker. But how do you measure progress as a development partner? For Anglo American, agreeing a set of meaningful goals, targets and metrics to guide their social performance has been complex and painstaking work, taking several years.

Jon Samuel points out that Anglo American was already measuring social performance from as early as 2009 – rare for a mining company at the time. But the ‘gamechanger’ was the 2016 process which lead to the company’s Sustainable Mining Plan – and its official launch in March 2018.

Our innovative partnership model to catalyse independent, scalable and sustainable economic development in regions around our operations – the objective being to improve lives by creating truly thriving communities that endure and prosper well beyond the life of the mine.
It “massively upped” the focus in particular on health and wellbeing, education, and livelihoods.

“For the first time, we had a comprehensive set of targets in the sustainability space, and 6 of the 9 stretch goals are numerical in nature, including in the social space. We’d never set targets for Socio-Economic Development outputs before,” explains Samuel.

And because the stakes of delivering on broader societal goals has to feel real to the leadership, Anglo American has tied performance against these goals to executive remuneration.
Setting and sharing targets has been a mini-catalyst all of its own within Anglo American. Internal teams have rallied, working together across functions, to ensure targets are met.

But the work of becoming a development partner is not only internal for companies. As the name implies, partnership requires connection and collaboration with others. Partnerships and external collaboration are the bedrock on which social performance is built. Regional collaborative planning is an area where there has been a lot of enthusiasm and interest, Samuel notes.

“It’s been pleasing to see how many people are willing to get involved. Governments, multilaterals, other companies, NGOs. There’s an enthusiasm. And I think people do look to mining companies to enable things which wouldn’t otherwise happen.”

Anglo American has invested heavily in multi-stakeholder partnerships and collaborations in a number of strategic areas. The Impact Catalyst in South Africa, for example, epitomises the ‘development partner framework’ approach in action. Bringing together multiple mining companies, the South African government at many different kevels (local, provincial and national), other private sector partners and civil society, the Catalyst aims to deliver socio-economic development to communities in Mpumalanga and the Northern Cape.

Support for the Development Partner Institute has also formed part of Anglo American’s approach to investing in the new mindset for mining. Sharing insights and lessons learned has informed the evolution and development of many of DPI’s key programmes and pilots.

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Jonathan Samuel

There is much wonderful progress to celebrate in the move to the development partner approach. But the Anglo American team point out much remains to be done.

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Jonathan Samuel

Look out for DPI Mining’s forthcoming ‘Deep Learnings’ report, reflecting on the first few years of the Impact Catalyst being pioneered around Anglo American’s operations in South Africa. It will be published later in 2022.

“I don’t think we should underestimate the complexity of engaging on development,” suggests Jon Samuel. “If it was easy, it would be solved. It is difficult. It is slow. You need to bring people along with you. These are wicked problems, not tame problems.”

Learning from others in the mining sector is an important opportunity, through platforms where sharing honestly and openly about lessons learned can be facilitated.

“We’ve got so many other great examples of work across the industry,” says Cutifani, “Examples that we’re learning from.”
April 2022 marks a decade since the original catalyst.

Looking forward – what could the next 10 years hold for the mining industry? How do the principles of the Development Partner Framework for Mining stand to support these challenges? What will mining’s role be in solving the complex set of problems which face the industry?

The energy transition and its implications for the mining of critical metals; water and tailings management; responsible sourcing; inclusion; and building a 21st century workforce all yawn before the industry as daunting challenges.

Here, the original KIN participants see the rise of conscious consumers or investors as an opportunity.
If the last decade was about bringing together stakeholders from within mining’s direct sphere of influence, the next decade will be about expanding to include people all along the broader value chain. ‘New’ stakeholders, such as end consumers and investors, can help address urgent challenges of the future in exciting ways.

“The range of stakeholders who are interested in mining has grown,” observes Jon Samuel. “And that’s ultimately a good thing.”

There can be little doubt that there are fresh voices making themselves heard in the mining value chain. End consumers of vehicles, jewellery and electronics are increasingly insisting on insight into supply chains, right to mine level. Mark Podlasly is delighted. He sees consumer activism as an energising force for the development partner approach.

“Nickel, copper, iron ore, lithium – all these materials are going to come from territories that are either inhabited by or claimed by indigenous peoples,” says Podlasly. “You now also see consumers wanting to know where the metals came from their products. So we as indigenous people now have allies. Allies we never had 10 years ago! Questions about mining practices, the social licence to operate, the environmental impact – we are not the only people raising these issues now. Now it’s consumers.”

Investors are another relatively new addition to the dialogue. Institutional investors are more conscious now of the ESG imperative and responsible sourcing, taking a greater interest in the supply chains that fall under their investment portfolio.

But to bring about positive change, investors and consumers need to be asking the right questions of the mining sector. It’s also about the shift from stakeholder consultation to stakeholder participation. A more active, muscular approach to partnership and co-design of the future, with mining as a development partner.

These are both things the Development Partnership Institute is uniquely positioned to facilitate.

For Cutifani, one challenge still impedes this new wave of engagement. And that is a lack of understanding about how global supply chains work. He recounts how, during his years as a CEO, he has repeatedly encountered misconceptions and a poor grasp of how modern global logistical chains are integrated, from a variety of different leaders and actors.

These significant knowledge gaps about how mining linkages feed into the world’s supply chains makes it more difficult for governments, investors, consumers or other stakeholders to articulate exactly what it is that they think the mining sector could be doing differently.

“*In changing the narrative, in helping people understand how we can connect, and thinking about what we measure – we first have to help people understand how things work … We’ve got a very important educational role. I think we’ve got to do better in our [the broader industry’s] integrated forums,*” he urges.
“That’s where the Development Partner Institute and the frameworks that we developed as a team are really important,” Cutifani continues. “Whether it’s talking to the leaders of the automobile industry; whether it’s about talking to ministers in government offices and a whole of range of other social and societal positions, most people don’t understand how things are connected.”

DPI Mining’s flagship initiative – the Responsible Sourcing Coalition, or RESCO – explores this space. Together with the Rockefeller Foundation, Anglo American has been a vital supporter and proponent of RESCO since its inception. The Responsible Sourcing Coalition brings together stakeholders from across the mineral value chain, from indigenous and community voices through to car manufacturers to investment bankers. The Coalition seeks to understand better what responsible mineral sourcing might look like in the mineral value chain, and practical ways to build partnerships and insight between different actors.

The connection to Cutifani’s point about building understanding is key in RESCO. For example, DPI recently facilitated a dialogue through RESCO between an automobile company and an indigenous leader in Australia – a discussion about the mineral supply chain which had never taken place previously – bringing together the consumer end of the chain with the affected community’s perspective. Discussions like this make it possible for consuming-facing stakeholders to ask better, more specific, questions of the mining companies and their customers about where the minerals they are buying are sourced from. These discussions enable communities to ask open questions of those from across the mining value chain, enabling them to be better informed and to more thoroughly understand its context and the opportunities to engage in it.

The work begun in Brazil at the original KIN Catalyst in 2012 continues. The broader mining industry may have moved to a place of greater acceptance about the benefits for stakeholder engagement, but much remains to be done about changing the narrative around mining and maximising its contribution to development – and Society.

In many ways, RESCO represents the future of structured, ongoing multistakeholder input and participation in solving complex development challenges – always with an eye on getting more sustainable positive outcomes. The Development Partner Institute, with Anglo American’s support, is proud to continue that legacy.

"Trust is the key element with which we drive this forward in a multi-stakeholder environment. DPI is a neutral platform,” points out Peter Bryant. “When we convene we don’t have an agenda, so we can provide a ‘safe space’ for stakeholders to deepen understanding of each other, which in turn deepens trust between them. We’re seeing this with our RESCO mission.”
The last 10 years would not have been possible without Anglo American’s support.

As Chair of DPI, Peter Bryant explains Anglo American’s vital role:

“DPI Mining would not be here today if it wasn’t for firstly the leadership and vision shown by Mark Cutifani as the Chief Executive, and the dedication of Jon Samuel throughout the journey - it’s been invaluable. Not only was their financial support key but their inspiration, their leadership, their acceptance and willingness to be vulnerable. I know that both Mark and Jon have sat through some difficult sessions. It’s not easy to sit in a room and listen to your organisation or industry being challenged and criticised. And they have been very open minded about thinking differently about what they do.”

Peter Bryant
Executive Director of the DPI Wendy Tyrrell reflects back on 10 years of partnership.

“A decade ago, the seed for our organisation was planted in Brazil. Those who came together in the original catalyst were willing to learn and share ideas. Boom! The energy and spark that was created in Brazil fanned out. With curiosity and open-mindedness, we’re seeing greater confidence as people explore thorny topics. We’re seeing those organisations who welcome contrary views; who embrace different ideas as fundamental for trust-building and action.”

That philosophy of openness, mutual listening, and learning guides the Development Partner Institute’s work and thinking today.

“Mining was a different industry a decade ago,” notes Wendy Tyrrell. “Now the challenges are more intense as we look to an era of accelerating demand for minerals that will be crucial to making the future world possible. As these challenges intensify, we see Anglo American travelling a distinctive leadership path. As our co-founder and a major supporter, we have seen Anglo American demonstrate leadership through Mark and Jon’s and the team’s contribution. They dive in, sharing an uncommon openness. I personally learn a great deal by seeing them embrace tough questions on challenging topics with a lack of ego and a lot of grace.”

Anglo American has already reshaped ideas of what it means to be a mining company of the future, bringing to life the ideas of development partnership and responsible sourcing that have been developed through the sorts of global coalitions DPI Mining champions.

Turning her attention to the next 10 years, Tyrrell sees further building of a partnership of strength.

“As we bring different voices - young people, First Nations, women - into our conversations, we want to deepen our collective ideas and experiment together to build a new future for mining - with Anglo American by our side.”

The Development Partner Institute imagines an industry deeply connected to the values of tomorrow’s generation: transparent and fair, equal and inclusive, and a genuine partner in global development.

Want to learn more?
Read the Development Partner Framework which emerged from the original Brazil Catalyst at:
www.dpimining.org