

# Social impact assessment and management meets SLO in mining

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## Content:

- Need of SLO
- Contents and expertise of SIA
- SIA as a management process for SLO
- Experiences from small-scale mining

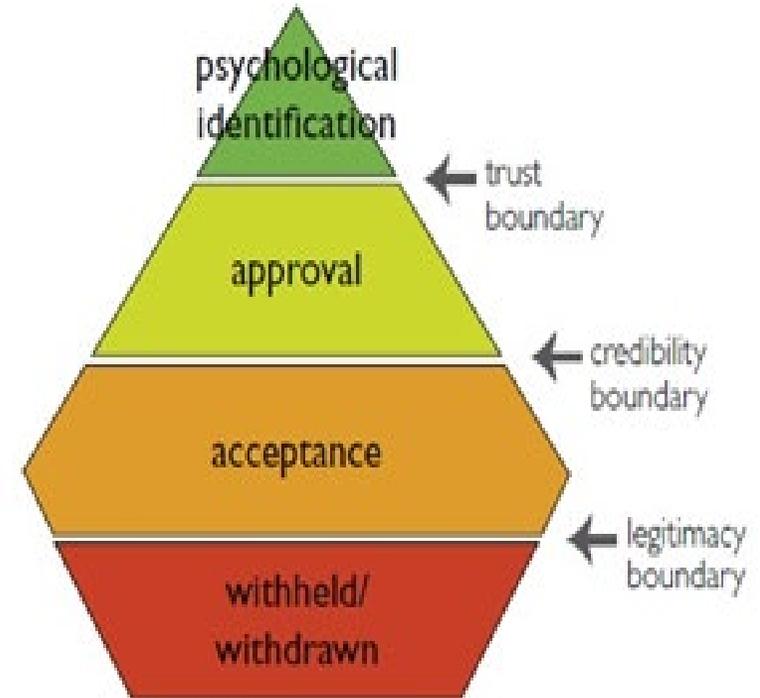


# Social Licence to Operate (SLO)

*The Social License has often been defined as existing when mining project has the **ongoing approval or social acceptance within the local community and other local stakeholders.***

- Not a paper, but a process and relationship
- Have to be maintained and developed continuously
- **core business, society & responsibility**

Levels of Social License to Operate (Thomas & Boutilier 2011b)



# European conditions for mining SLO

## Some features:

- Democratic institutions, strong regulatory frameworks, trust to the rule-of-law, active civil society.
- Variety of mining projects is increasing: battery metals, from large-scale also to small-scale.
- Strong competition between various land-use interests and local values: urbanized and build rural areas, nature values, other livelihoods, Sámi people
- Mining as a new industry in some/many areas: differences in visions concerning regional development.
- Growing requirements for NOGO areas circular economy in mining.

Need for concrete actions for socially and environmentally responsible mining (towards sustainability)

# Usual challenges in company – community relationships

Lack of dialogue and trust between local communities and companies.

Public meetings the main channel: Not enough.

Amount & quality of information: At certain point the locals not responsive to the information available.

Trusted citizen access to environmental monitoring

Past failures of others: the image of the company do not depend only on your own actions.

# SIA: status and failures

Although EIA is well established in many countries, SIA tends to be underdeveloped, often inadequate and undervalued. Mining SIAs often better.

Too often, social assessments are little more than simple descriptions of an area and people's attitudes with no real sense of the local development and history and analysis of possible impacts.

In an effort to improve social performance, considerable useful guidance and research has been published.

# Many governance tools for SLO in mining

Corporate Social  
Responsibility  
(CSR)

Community and  
stakeholder  
engagement

Environmental  
impact  
assessment (EIA)

Social Impact  
Assessment (SIA)

Social Impact  
Management  
Plans (SIMPS)

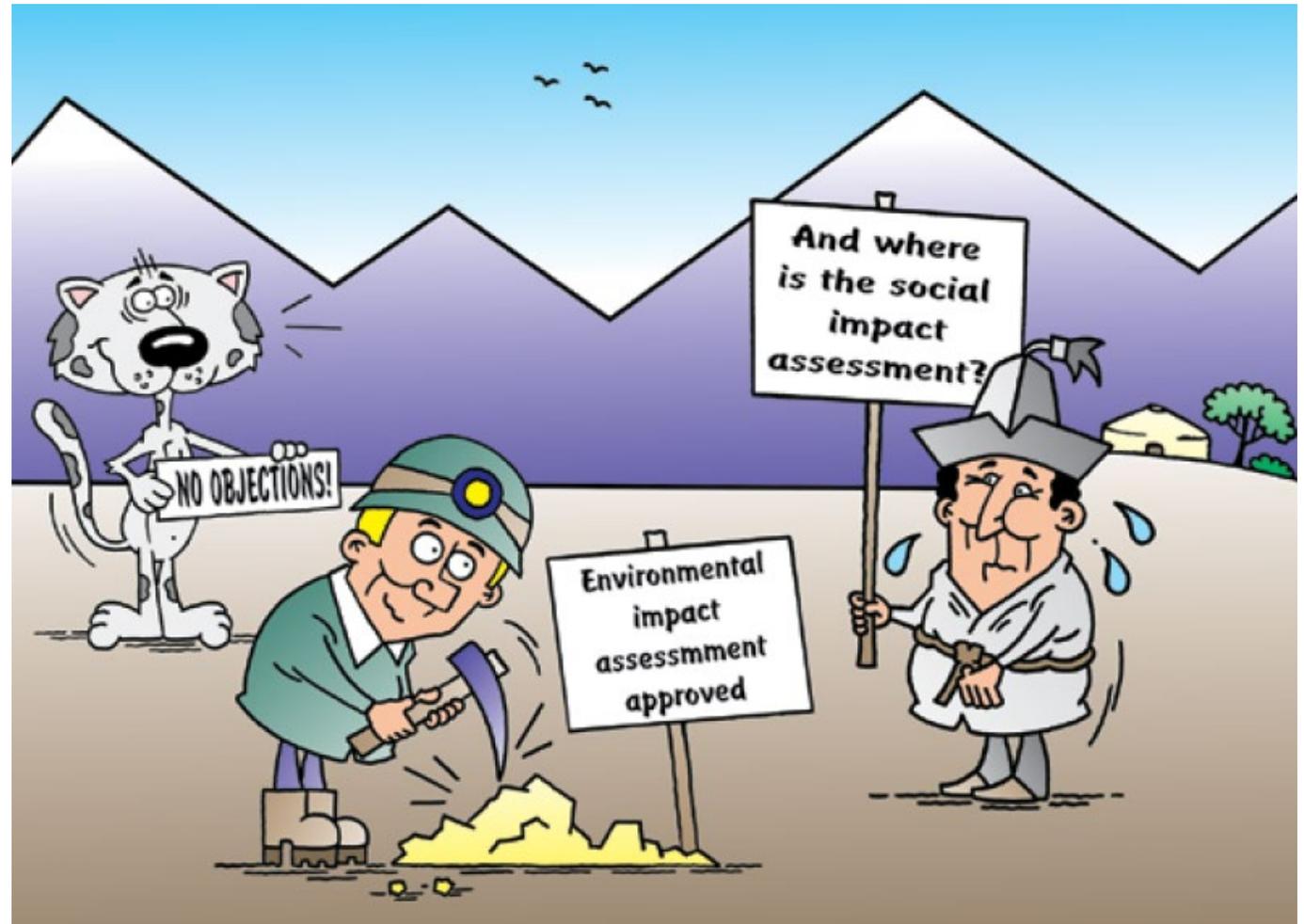
Free, Prior and  
Informed  
Consent (FPIC)

Grievance  
mechanism for  
complaints

Community  
development  
(CD)

# TREND: From Environmental to Environmental & Social

How the concept  
"environmental impact" is  
defined in the EIA ?



# What is Social Impact Assessment ?

## DEFINITION:

- Social impact assessment (SIA) includes the processes of analysing, monitoring and managing the **intended and unintended social consequences**, both **positive and negative**, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions.

**International Association  
for Impact Assessment**



# Social impacts of mining

Impacts to  
community  
development

How environmental  
changes influence  
people's life?

Employment: for  
whom? how much  
locals?

Socio-economic  
welfare and public  
services

Housing:  
resettlement, new  
housing areas

Impacts to quality  
of living  
environment

How land use  
changes influence  
local other  
livelihoods & values

Impacts for  
indigenous  
communities

Tourism, recreation,  
use of nature

Health and security  
impacts

Gender impacts

Governance: local  
participation,  
corruption, power  
relations

# SIA: Social-scientific expertise and methods

informant /  
stakeholder / topic  
interviews

community  
consultation

survey research

participatory group  
exercises

census data /  
socio-economic  
data

geographical data  
(including maps)

local and national  
statistics & reports

documentation  
from NGOs and  
community-based  
organisations

local and oral  
histories

media analysis

previous social  
scientific research.

Source: Sairinen, R;  
Sidorenko, O &  
Tiainen, H. 2021. A  
research framework  
for studying social  
impacts: Application  
to the field of mining.  
EIA Review. Vol 86.

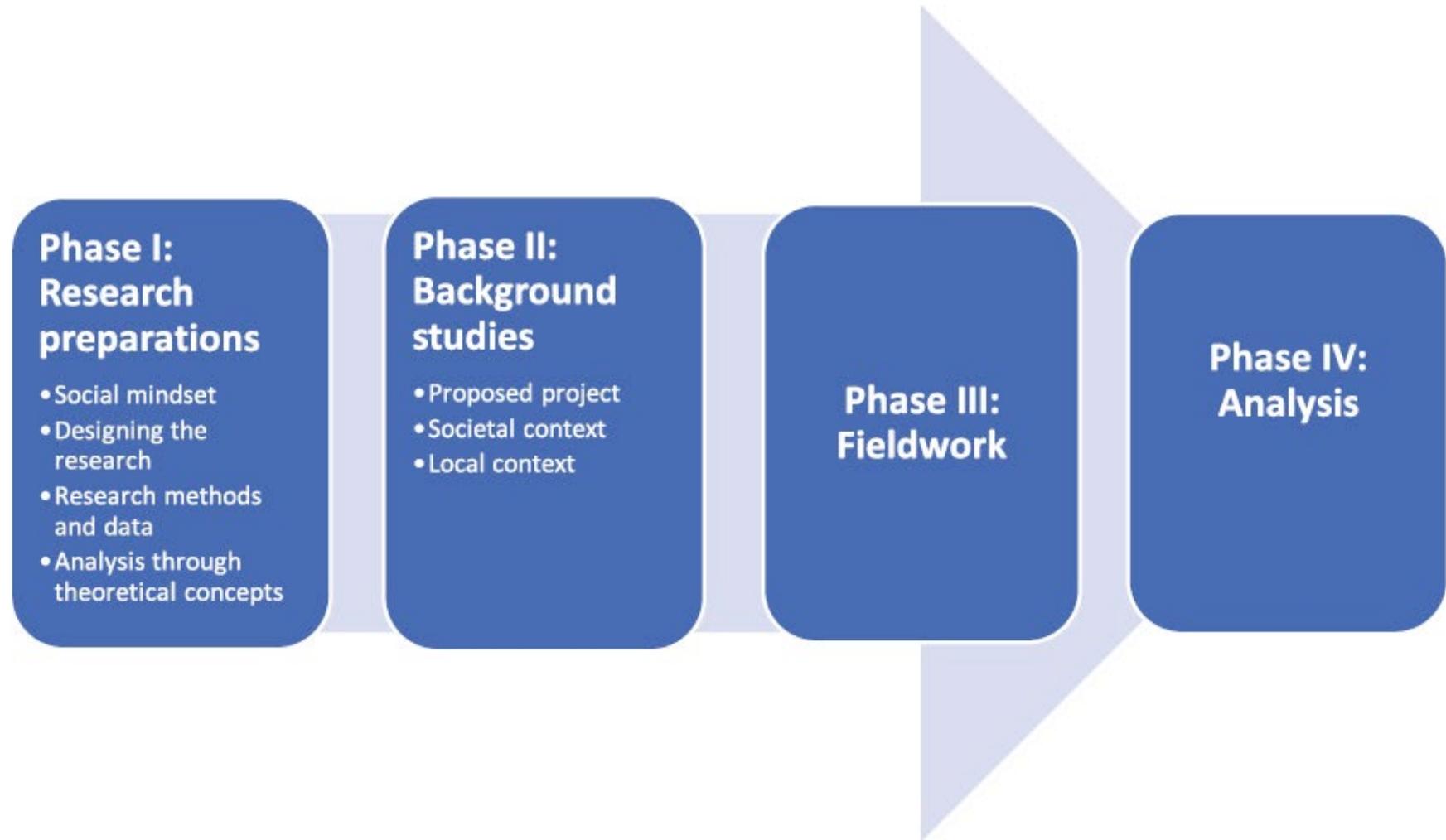
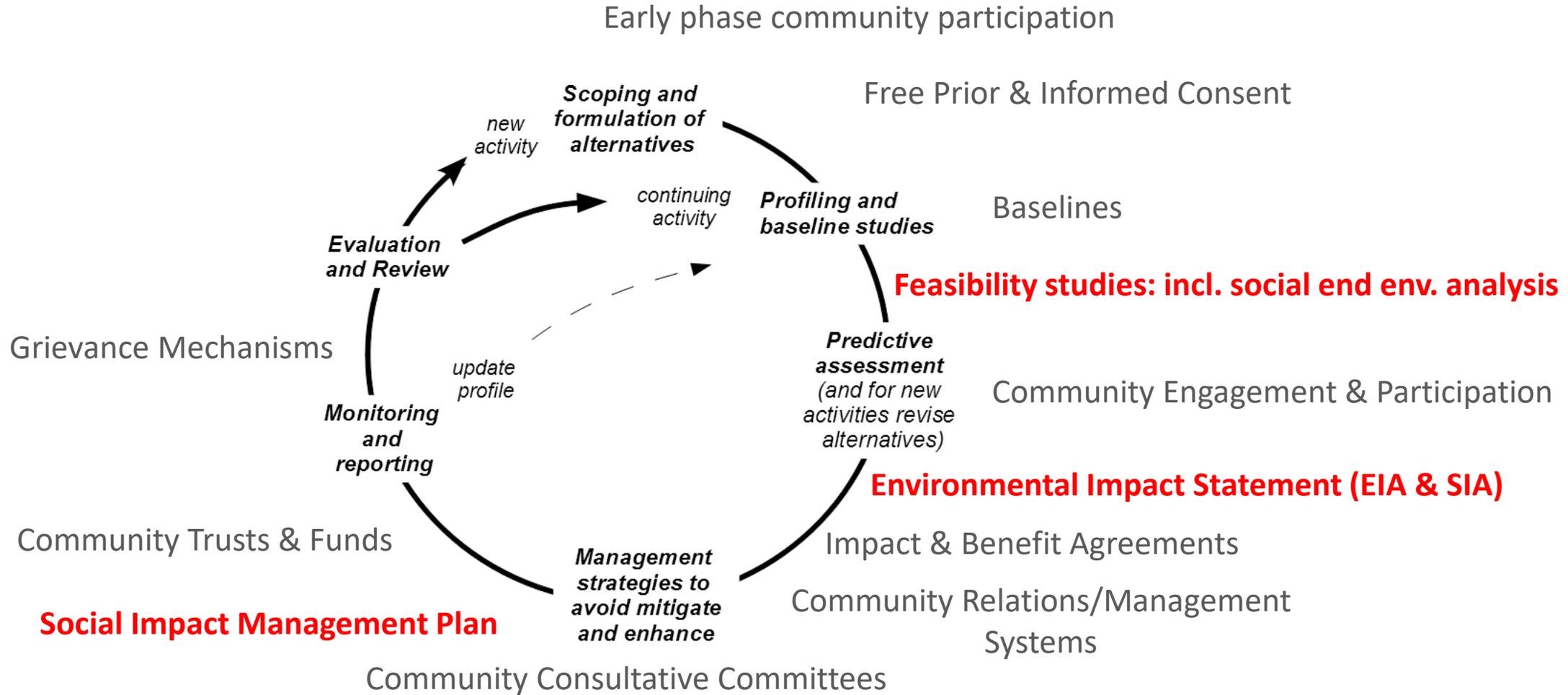


Fig. 1. Phases of the social impact research framework.

Vanclay F et al. 2015 *Social Impact Assessment: Guidance for **assessing and managing** the social impacts of projects.*

“Although SIA is still used as an impact prediction mechanism and decision-making tool in regulatory processes ... , equally important is the role of SIA in contributing to the ongoing management of social issues throughout the whole project development cycle, from conception to post-closure.”

# Social Impact Assessment as part of the management process (Daniel Franks 2012)



# Social Impact Management Plans in Queensland

## Plan contents

- Community Engagement and Stakeholder Management Plan
- Local Employment Plan
  - Indigenous Employment Plan
  - Labour Availability Data
  - Apprenticeship and Training Program
- Integrated Housing Strategy
- Local Industry Participation Plan
- Rural Residential Code of Conduct
- Land Use Plan/Protocol.



## Queensland Curtis LNG Social Impact Management Plan (SIMP)

As per submission to the  
Department of Infrastructure and Planning  
on 30 November 2010

Uncontrolled when printed

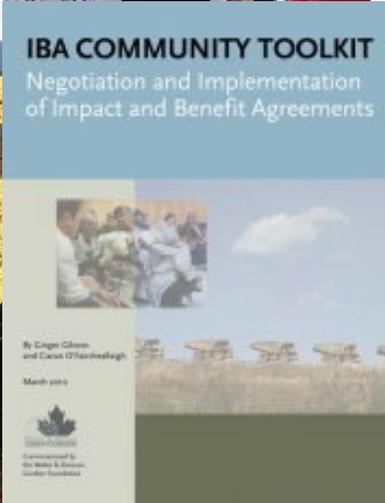
QCLNG PROJECT

# The social impact management plan

- Present a summary of the predicted social impacts (using a combination of expert and stakeholder engagement processes);
- Develop regional and local action plans to address any residual harmful social impacts and enhance the benefits associated with the project (with the key stakeholders);
- Define the roles and responsibilities of national and local authorities , companies, and civil society stakeholders throughout the implementation of monitoring plans; and
- Present the processes in place for policy review and adaptive management.



# In Greenland: The Integration of SIA and IBA



- to engage all relevant stakeholders.
- to provide a detailed description and analysis of the social pre-project baseline situation.
- to provide an assessment based on collected baseline data.
- to optimize positive impacts and mitigate negative impacts throughout the project lifetime.
- to develop a **Benefit and Impact Plan** for implementation of the **Impact Benefit Agreement**.

# Why do we do social impact assessment?

- **DECISIONS:** To understand how a proposed action will change the life of residents, communities and regions.
- **MANAGEMENT OF IMPACTS:** Helps in developing mitigation and compensation measures and monitoring and impact management plans.
- **COMMUNITY DEVELOPMENT:** Helps communities benefit from or adapt to the changes that development may bring.



# Important aspects

The community is never homogenous or singular

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- Vulnerable population groups / areas
- Who wins – who loses
- Socio-economic imbalance
- Adaptive capacity of community/ people
- Conflicts (interests, values, various stakeholders / regions)
- Opportunities / risks / threats





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# **Small-scale mining and perceived social impacts: case-studies from Bosnia & Herzegovina and Serbia**

**Rauno Sairinen &**

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## How modern small-scale mining may look like in Europe?

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- Duration 4-10 years, small deposits
- Mainly underground operations
- Use of advanced extraction and processing technologies.
- Automation and employment of small, but trained workforces.
- Significantly smaller infrastructure than large-scale mining.
- Potential to be eco-efficient with minimal use of energy, land, water and chemicals for processing.



# Case study areas



	Olovo	Novo Gorazde	Zajaca	Veliki Majdan
History	Small town in Bosnia known as traditional mining town from Middle Ages	Rural town in Bosnia on the border between Republika Srpska and Federation	Rural village in Serbia with continuous mining operations and recent environmental issues	Rural village in Serbia with mining activities in the past
No. Permanent residents 1991	3311	- (16,273)	721	1373
No. Permanent residents 2018	2586	3117	561	951
Largest employer	Textile	Raspberry	Mining	Mining
Mining history	Reopened after 20-year break. (previous mining activities before 1991)	Previous mining activities before 1991. Antimony was discovered during the 1970s by the construction enterprise.	Continuous mining history. Previous mining activities in 2015. Less than 4 years between mining activities.	Continuous mining history. Less than 5 years between mining activities.
Mineral reserves	Lead	Antimony	Antimony	Lead, zinc
Type of mine	Underground	Underground	Underground	Underground

# Concluding remarks

The socio-economic context of the Balkans greatly influences the social acceptance.

- Personal and social memories about socialist period of mining in the area.
- Overall positive expectations about re-opening mining activities in the Balkans

'Social area of influence' in SSM is smaller than in typical large-scale mining

Potential shorter duration of small-scale mining operations is a concern for local communities and a challenge for mining company.



# Remarks on social sustainability of small-scale mining

## Generates smaller socio-economic impacts.

- Usually short-term, small amount and uncertain employment.
- Can diversify industrial activity and employment possibilities in small local economies and reduce reliance on a single industry.
- Unsure mechanisms to ensure local benefits from mining.

## Smaller environmental and landscape risks

- Small-scale in environmental pollution and wastes.
- Land use and landscape conflicts are potentially less likely.
- Smaller companies might have smaller resources and expertise for environmental protection and CSR.

## Social acceptance is very context dependent issue.

- Small impacts to local identity (limited influx of external workforce).
- Short-term mining as disappointment, if people wait longer time employment.
- Needs also good collaboration with local stakeholders and special thinking of compensation measures.

# SIA should have effect through management processes

- **Working with the proponent** to improve projects through project (re)design, site selection, and design and implementation of mitigation measures and monitoring programs etc
- **Working with regulatory agencies** to contribute to decision-making and approval processes (including determining consent conditions)
- **Working with communities** to assist in coping with change and planning for positive futures.
- **Working with financial organisations** to improve their understanding on social impacts of financed projects and policies.

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KIITOS !

THANKS !

